



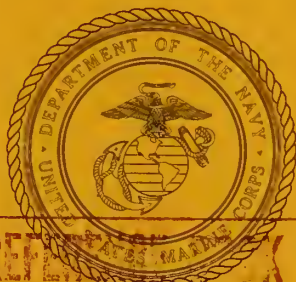
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**ANNUAL REPORT**  
**of the**  
**COMMANDANT OF THE MARINE CORPS**  
**to the**  
**SECRETARY OF THE NAVY**  
**for**  
**FISCAL YEAR 1957**



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*U.S. Marine Corps.*

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LETTER OF TRANSMITTAL





DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
WASHINGTON 25, D. C.

IN REPLY REFER TO

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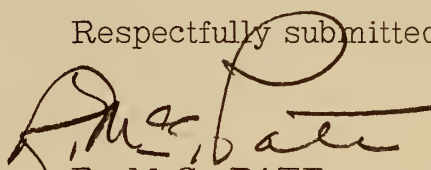
Dear Mr. Secretary:

I herewith forward to you my report for Fiscal Year 1957.

Following the practice adopted last year, this report is expressed in terms related to the several major programs by means of which the Marine Corps has sought to fulfill the requirements prescribed by law, to achieve the Program Objectives of the Department of the Navy, and to carry out the plans of the Joint Chiefs of Staff.

I am pleased to be able to report that Marine Corps programs for Fiscal Year 1957 were successful in all significant respects. The posture of the Corps as a flexible, mobile, force-in-readiness was maintained and strengthened throughout the year, and actions were begun or carried forward which will further strengthen that posture in the years ahead. Marines face the future and its problems with unsurpassed spirit and professional skill.

Respectfully submitted,

  
R. McC. PATE

The Honorable Thomas S. Gates, Jr.  
Secretary of the Navy  
Washington 25, D. C.





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## SECTION I - GENERAL

By long established custom, and more recently in response to orders, the Commandant of the Marine Corps has rendered annual reports to the Secretary of the Navy, his immediate superior in the Department of the Navy. In this, the annual report for Fiscal Year 1957, the state of the Corps is depicted, its objectives and achievements are set forth, significant happenings are related, and problems are defined.

The Marine Corps's goals and guidance for Fiscal Year 1957 derived from law, from announced Program Objectives of the Department of the Navy, and from plans of the Joint Chiefs of Staff. Essentially, these required the Corps, within prescribed strength and budgetary limitations, to maintain three combat divisions and three air wings, together with necessary reinforcing and supporting units, in a state of maximum combat readiness, to provide security forces for the naval establishment and certain other Government activities, to provide detachments for certain ships of the Navy, to prosecute the development of amphibious warfare, and to maintain a suitable basis for mobilization. These undertakings were to be accomplished, through careful management, with a minimum expenditure of funds and resources.



The Marine Corps's efforts in the achievement of these goals took the form of nine major programs, each of which is treated at length in a subsequent section of this report. A brief mention of some of the salient aspects of these programs at this point will serve to summarize the most significant activities of the year, and the general state of the Corps at the year's end.

The Troop Program achieved its goal of maintaining required combat forces in a high state of readiness. This was vividly demonstrated at the time of the Suez crisis, when Fleet Marine Force units took part in precautionary operations, or were embarked in readiness for such operations, on notice which in most cases did not exceed a few hours.

Concurrent with these demonstrations of existing readiness, actions were begun to assure the long-term readiness of the Fleet Marine Forces by re-shaping their structure to exploit the expected advantages of new weapons and equipment, and to adapt them to the anticipated conditions of future warfare. An important segment of the Fleet Marine Forces has already been converted to the new design, and conversion of the remainder will ensue at a rapid rate.

The maintenance of readiness was rendered difficult by lack of personnel to do all the things thought necessary to be done. The principal effort in the Manpower Program was devoted



to the solution of this problem by a variety of means. The degree of success attained was due in substantial measure to widespread improvement in manpower management. It was also due in very large measure to a Training Program which raised individual knowledge and skills, and repeatedly exercised the Fleet Marine Forces in realistic maneuvers.

The conversion of the Fleet Marine Force structure, involving the introduction of new weapons and equipment, has created serious problems within the Material Program and the Research and Development Program. Not only are new items needed, some of which have not yet emerged from the early stages of development, but obsolete and obsolescent ones must be retired from service in an economical way. At the same time, the needs of mobilization must be foreseen and material placed in reserve for that contingency. Within the limits of the funds available, the Corps made progress toward these ends. Nevertheless, much remains to be done in the future to achieve a satisfactory position in these regards.

In the pursuit of its objectives, the Marine Corps enjoyed harmonious and fruitful relations with the other Services, especially with the Navy, with whose past, present, and future it is inseparably linked. Differences of opinion have only served





to increase the common fund of knowledge, and competition, where it has existed, has only served to whet the keen edge of performance.

This year's report, like that of recent previous years, must draw the general conclusion that the state of the Marine Corps is excellent. The Corps is confident of its ability to solve the important problems which confront it. It continues to stand ready for any undertaking required of it.



## SECTION II - TROOP PROGRAM

### Regular Forces - Organization and Structure

Operating forces of the Marine Corps were maintained throughout Fiscal Year 1957 in accordance with statutory requirements, Department of the Navy objectives, and Joint Chiefs of Staff plans. These forces comprised the Fleet Marine Forces, other combat forces, Security Forces, Ships' Detachments, and Marine Corps Test Unit Number One. The strength of the operating forces at year's end is shown in Section III of this report.

The Fleet Marine Forces consist of the three combat divisions and three aircraft wings prescribed by law, together with necessary headquarters, combat support, and service units. Approximately two-thirds of the Fleet Marine Forces were and are assigned to the Pacific Fleet, and one-third to the Atlantic Fleet. These forces constitute essential elements of the balanced-fleet structure, providing the fleet commander with the means of projecting his will ashore, wherever and whenever required by the dictates of national policy.

Although the operations of the Fleet Marine Forces, as fleet elements, are under the control of the Chief of Naval Operations and therefore outside the general scope of this report, certain operations conducted during the past year



deserve mention here, as they reflect the overall efficiency and readiness of the Fleet Marine Forces, for which the Commandant is responsible. These operations were occasioned by the Suez crisis which occurred in the Fall of 1956. A battalion landing team of the 2d Marine Division, stationed with the U. S. Sixth Fleet in the Mediterranean, played an important part in the evacuation of civilians from the Suez area, and a rifle company of the same division was flown by a Marine transport squadron, on less than a day's notice, to reinforce a security detachment in the area. As precautionary measures, an additional regimental landing team (less a battalion) was embarked and held in readiness on the East Coast of the United States, and a battalion landing team in the Far East was embarked and sent on a training cruise which took it within easy reach of the Middle East. None of these measures took more than a single dispatch or a few hours to set the troops in movement. All served to demonstrate that the instant readiness of the Fleet Marine Forces is a fact and not merely a catch-word.

An important change in the internal structure of the Fleet Marine Forces began to take place during the year, following approval of the report of the Marine Corps Organization and Composition Board mentioned briefly in last year's report.



Generally speaking, the approved report called for a reduction in the size and weight of the Fleet Marine Forces, especially in the Marine Division, coupled with an increase in mobility, flexibility, and firepower, made possible by new weapons and equipment, notably the helicopter. By the end of the fiscal year, the reorganization had been completed in the 1st Marine Division, the 3d Marine Aircraft Wing, and selected units of Force Troops, Fleet Marine Force, Pacific. It will be extended to the remainder of the Fleet Marine Forces as rapidly as possible.

Due to a general shortage of personnel throughout the Marine Corps during the year, it was necessary to maintain the Fleet Marine Forces at a reduced manning level, with severest reductions applied to support and service units. Although the readiness of the divisions and wings for immediate combat was not significantly impaired, the reduced manning levels throughout the Fleet Marine Forces would have made their effect felt if those forces had been committed to large-scale extended combat.

During Fiscal Year 1957, the category, "other combat forces", embraced only a few units awaiting eventual assignment to the Fleet Marine Forces on completion of equipping and training.





The Security Forces, which represent the second largest segment of the operating forces, began to present a somewhat different aspect during the past year. Whereas the mission of the Security Forces was originally to safeguard naval stations and bases, and more recently to protect major National Security Agency installations and State Department activities overseas, the security of Special Weapons Storage Sites has now been accorded top priority. This has made it necessary to disestablish several of the older security detachments. Nevertheless, at the year's end, there were nearly 200 security detachments distributed around the world.

The third largest segment of the operating forces comprised 89 Ships' Detachments at the end of the year. Marines assigned to these detachments, on major combatant ships of the Navy, continue to provide the nuclei for ships' landing parties, manned ships' guns, served as guards and orderlies, and filled communications, staff, and liaison assignments.

Marine Corps Test Unit Number One, which was organized in 1954 to develop tactics and techniques required by the modern doctrine for amphibious operations, successfully completed its task and was disestablished on the last day of Fiscal Year 1957.

The Training Base and the Supporting Establishment, which exist for the single purpose of sustaining the operating



forces of the Corps, underwent no significant change in organization or structure during the past year. They continued to comprise the headquarters, schools, troop bases, air stations and facilities, recruit depots, supply installations, reserve activities, and miscellaneous installations required to administer, train, and supply the operating forces. Strengths of the Training Base and Supporting Establishment are set forth in Section III of this report.

#### Regular Forces - Deployments

There were no major changes in Fleet Marine Force dispositions during the year. One battalion landing team of the 2d Marine Division was stationed (rotated every five months) with the Sixth Fleet in the Mediterranean, and an all-weather fighter squadron of the 2d Marine Aircraft Wing was deployed to that Fleet for the latter half of the year. In the Pacific Ocean area, several redeployments of wing elements were carried out to achieve a better distribution of forces and to facilitate the introduction of new aircraft. At the end of the year, the Fleet assignments of major Fleet Marine Force elements were as indicated in the following table.



<u>UNIT</u>	<u>PACIFIC</u>	<u>ATLANTIC</u>	<u>TOTAL</u>
Division	2	1	3
Wing		1	1
Wing (less one air group)	2		2
Communications Bn		1	1
Radio Co		1	1
Tank Bn (-)		1	1
155mm Gun Bn	2		2
155mm Howitzer Bn	1	1	2
8" Howitzer Bn (-)	1		1
8" Howitzer Btry		1	1
4.5" Rocket Btry	2	1	3
Heavy Artillery Rocket Btry	1		1
AAA Gun Bn *	1		1
AA Missile Bn *	1		1
AAA Automatic Weapons Bn	2	1	3
Amphibian Tractor Bn		1	1
Amphibian Tractor Bn (-)	2		2
Engineer Bn	1	1	2
Amphibious Reconnaissance Co	1	1	2
Air & Naval Gunfire Liaison Co	1	1	2
Force Service Regiment	1	1	2
Motor Transport Bn	2	1	3
Aircraft Training & Replacement Comd	1	1	2
(* Will be assigned to Fleet Marine Forces on completion of equipping and training)			



## Reserve Forces

As a result of the minor structural realignment forecast in last year's report, the Commandant now commands all ground reserve units and ground reservists through the Directors of the several Marine Corps Reserve and Recruitment Districts, and all aviation reserve units and aviation reservists through the Commander, Marine Air Reserve Training. During the course of the year, a number of activations, consolidations, redesignations, and deactivations were effected in the interest of administrative and operational efficiency. Noteworthy among these changes were the formation of twenty new air reserve groups, the conversion of 90mm AAA gun units to 75mm (Skysweeper) battalions and batteries, the consolidation of air and naval gunfire liaison companies with communication-electronics maintenance companies to form communication support battalions, and the redesignation of a supply company as a service battalion. The present troop list of organized units comprises 242 ground units and 67 aviation units. The strength distribution of the Marine Corps Reserve is set forth in Section III of this report.

The Reserve exists to provide the regular establishment with trained personnel in event of mobilization. The Marine Corps is in the process of making a full and objective examination of its reserve mobilization requirements and methods,





and of developing a detailed plan which will provide the required numbers and skills when needed. The growing complexity of the tactics and techniques of warfare makes this a matter of continuing concern and effort.



### SECTION III - MANPOWER PROGRAM

#### Strengths - Regular Marine Corps

The Marine Corps began the fiscal year at a strength of 200,780 with plans to reach an authorized end-strength of 205,735. In November 1956, the end-strength authorization was reduced to 200,000. This seriously reduced the strength of the operating forces which, because of a high personnel turnover year, were already suffering from a personnel shortage.

At the beginning of the year, 57% of the Corps's strength was in the operating forces. At the end of the year, despite measures taken to improve the situation, the percentage in the operating forces had increased only 2%. This relatively low percentage, as compared with the Fiscal Year 1955 figure of 64.5%, is a direct reflection of the high personnel turnover in Fiscal Year 1957, coupled with the reduction in end-strength authorization mentioned above. The following table shows the personnel distribution for Fiscal Years 1955, 1956, and 1957. The large allocations to the Training Base in Fiscal Years 1956 and 1957, necessitated by high personnel turnover, and the consequent reduction in the operating forces, should be noted.

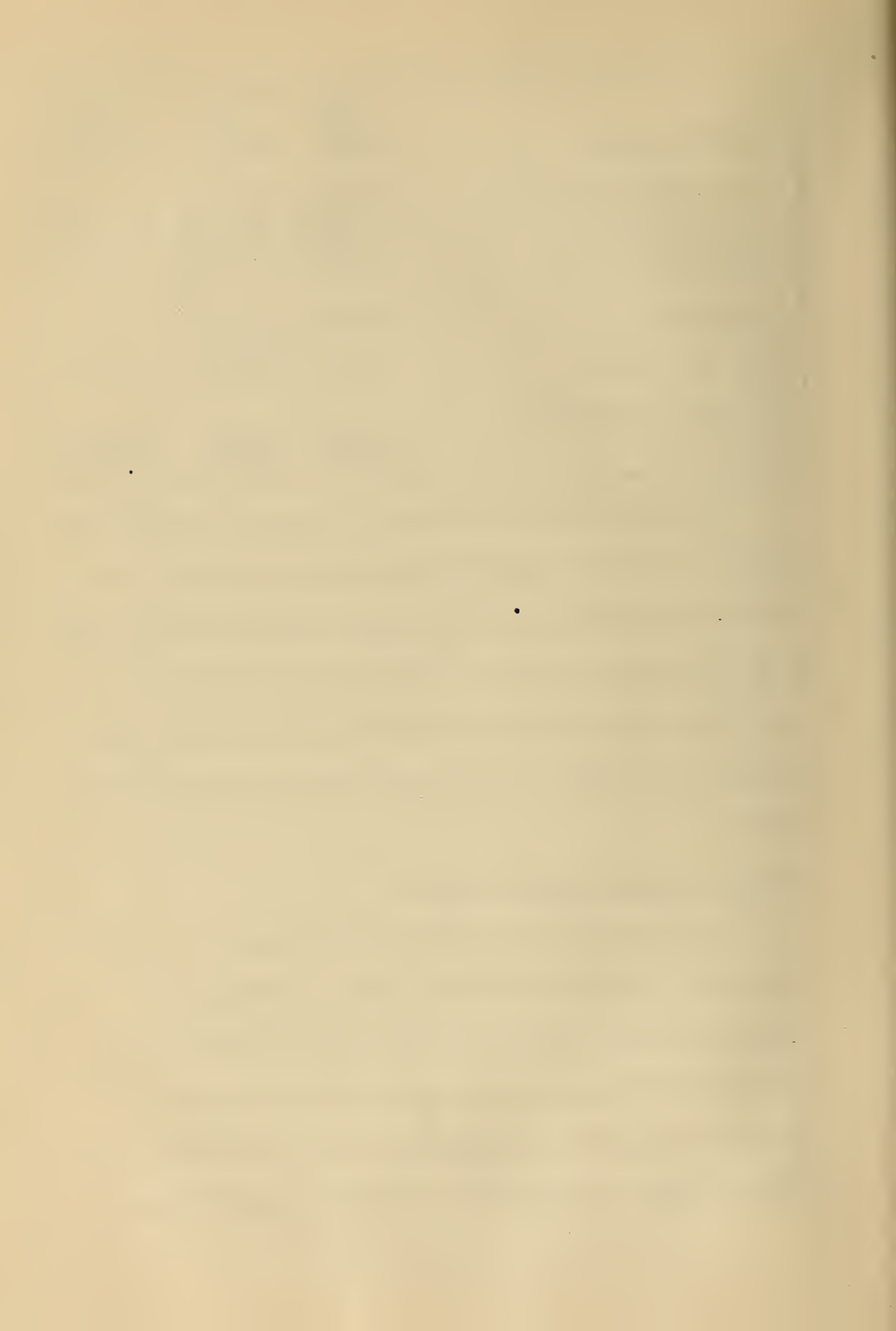


<u>Category</u>	<u>30 Jun 1955</u>	<u>30 Jun 1956</u>	<u>30 Jun 1957</u>
Operating Forces . . . . .	137,393	114,119	118,046
Fleet Marine Forces . . . . .	(119,145)	(95,932)	(99,872)
Security Forces . . . . .	(13,749)	(13,476)	(13,649)
Ships' Detachments . . . . .	(2,971)	(3,232)	(3,010)
Test Unit No. 1 . . . . .	(1,478)	(1,479)	(1,515)
Training Base . . . . .	33,819	47,440	42,774
Supporting Base . . . . .	21,720	20,367	21,180
Transients, Patients, & Prisoners . . . . .	<u>12,238</u>	<u>18,854</u>	<u>18,000</u>
Total . . . . .	<u>205,170</u>	<u>200,780</u>	<u>200,000</u>

Fiscal Year 1958 will be a year of relatively low personnel turnover. All other considerations aside, it should be a year of better personnel availability. However, a recent directive issued by the Secretary of Defense requiring a large strength reduction during Fiscal Year 1958 has altered this picture, and personnel shortage will continue to be the most serious problem facing the Corps.

#### Strengths - Marine Corps Reserve

The end-strength of the Marine Corps Reserve, excluding personnel on extended active duty, officer candidates, and retired reservists, was 27,781 officers and 239,489 enlisted. The Ready Reserve, comprising personnel in organized drill-pay units (Class II) and volunteer reservists (Class III) in a non-drill-pay status, numbered 235,988, and the Standby Reserve



31,282. Under current laws, 6,112 officers and 210,330 enlisted personnel have obligated service.

There have been significant growth and increased drill attendance in the Organized Reserve during the year, which resulted in the attainment of the authorized end-strength by 30 April 1957. Since that date, recruiting has continued, with forced attrition applied to poor attenders to improve quality.

The Marine Corps concentrated heavily, during Fiscal Year 1957, on the six-months training program, and initial quotas were exceeded. As a result, increased quotas were requested and granted. During the year, 9,000 men joined under this program, and 5,095 commenced training.

The mandatory active duty and participation requirements imposed on the six-months trainees (the only non-prior-service personnel accepted for enlistment in the Marine Corps Reserve since 1 April 1957) are expected to do much to stabilize and provide a Ready Reserve which is truly ready, at a strength limited only by personnel ceilings and availability of funds.

The following table shows the end-year strength and distribution of the Ready and Standby Reserves, excluding retired Reservists and those on extended active duty.





	Ready		Standby
	<u>Drill</u>	<u>Non-drill</u>	<u>Non-drill</u>
Officers			
Ground . . . . .	2, 514	6, 143	10, 355
Aviation . . . . .	<u>1, 698</u>	<u>2, 633</u>	<u>4, 438</u>
Total . . . . .	4, 212	8, 776	14, 793
Enlisted			
Ground . . . . .	36, 588	160, 188	14, 657
Aviation . . . . .	<u>6, 200</u>	<u>20, 024</u>	<u>1, 832</u>
Total . . . . .	42, 788	180, 212	16, 489

The following table compares the end-strengths of the Organized Reserve for Fiscal Years 1956 and 1957.

	30 Jun 56		30 Jun 57	
	<u>Off</u>	<u>Enl</u>	<u>Off</u>	<u>Enl</u>
Ground . . . . .	2, 478	32, 801	2, 481	35, 987
Aviation . . . . .	1, 471	5, 763	1, 698	6, 200
Women . . . . .	<u>35</u>	<u>608</u>	<u>33</u>	<u>601</u>
Total	3, 984	39, 172	4, 212	42, 788
Grand Total	43, 156		47, 000	

### Officer Programs

Continued progress was made during the year in long-range programs leading to an optimum balance of the regular officer corps. The year started with an active-duty strength of 17, 809 officers, regular and reserve, and ended with 17, 604. The approved level-off structure of 8, 550 regular unrestricted officers continued in effect for the year, and was closely approximated at the year's end. Problems continued with regard to the shortage



in some skills -- notably naval aviators, electronics officers, and lawyers. However, efforts were made to reduce these deficiencies, and an improved retention rate was achieved in the case of naval aviators. In the case of the lawyer shortage, proposed alleviatory legislation was drafted and submitted which would create a special-duty category of officers in the legal field. This proposal received the approval of the Secretary of the Navy and the Secretary of Defense, and is awaiting action by the Bureau of the Budget.

Candidates were appointed to regular commissioned status from the following sources in the numbers indicated during the course of the year.

U. S. Naval Academy . . . . .	62
Naval Reserve Officers Training Corps . . . . .	199
Army Reserve Officers Training Corps . . . . .	11
Platoon Leaders Class . . . . .	25
USMC Band Officers (PL 744) . . . . .	3
Meritorious Noncommissioned Officers . . . . .	29
Limited Duty Officers . . . . .	<u>12</u>
Total . . . . .	341

Regular officer procurement from normal sources was augmented during the year by the appointment to regular status of reserve officers from the following sources.



Basic School Course Graduates . . . . .	144
Former Naval Aviation Cadets . . . . .	30
Reserve Officers from other sources . . . . .	<u>7</u>
Total . . . . .	181

Of the 348 regular officers appointed in Fiscal Year 1954 under the provisions of Public Law 729, 79th Congress, 157 applied for retention and were retained.

The Meritorious Noncommissioned Officer program for commissioning regular officers was in its second year of operation during Fiscal Year 1957, following a lapse since the beginning of World War II. This program provides a career outlet from enlisted status to regular officer status for highly motivated and qualified noncommissioned officers, and takes advantage of the potential existing among outstanding enlisted men. This source, as indicated above, provided 29 new regular second lieutenants during the year.

The growing requirement for highly specialized officers to cope with the increasing technical complexity of new weapons and equipment is being met through a long-range program for the appointment of warrant officers and limited duty officers from the enlisted ranks. This program retains many former enlisted men who would probably have otherwise been attracted to civilian pursuits. The program was inaugurated in Fiscal



Year 1955 and continued with increasing success in Fiscal Year 1957. The warrant officer program is also open to enlisted women, and in Fiscal Year 1957 was further extended to the Reserve establishment to provide a way for enlisted reservists to achieve warrant officer status.

The following table indicates the numbers of Marines selected for appointment to warrant officer from the various sources.

From temporary officer status . . . . .	42
From temporary warrant status . . . . .	10
From enlisted status . . . . .	<u>35</u>
Total . . . . .	87

Selections for appointment to limited duty officer status were from the following sources in the numbers indicated.

From temporary warrant status . . . . .	1
From enlisted status . . . . .	<u>13</u>
Total . . . . .	14

The Platoon Leaders Class program, now in its 24th year, provided the greatest number of new reserve officers. Approximately 3,000 college students, attending more than 900 colleges and universities throughout the country, participate in this program every year. They are regularly enrolled undergraduates whose military training takes place in two six-weeks sessions





during summer vacations. On completion of this training and receipt of a baccalaureate degree, the graduate is called to active duty for a period of three years.

A sizable group of new reserve officers also comes from colleges and universities each year by way of the Officer Candidate Program. This program is designed for recent college graduates and is the Marine Corps's principal "short lead-time" officer procurement source. After graduation from the Officer Candidate Course, the candidate attends a ten-weeks basic training course at Quantico, Virginia. Three such courses were conducted during the past year.

The Naval Aviation Cadet program continued to provide a substantial reserve officer input. In addition, the Aviation Officer Candidate program helped to fill the requirement for young pilots. A third pilot procurement source, the Platoon Leaders Class (Aviation), now in its second year of operation but not yet productive of officer graduates, provides an opportunity for college undergraduates to associate themselves with a program, similar to the original Platoon Leaders Class, which will lead to flight training immediately after commissioning. Indications are that this program will become a primary source of aviation officer input. Taken as a whole, however,



the several programs to provide Naval Aviators did not produce the required numbers during the past year, and the procurement of qualified officer pilots continues to be a serious problem.

The Women Officers Training Class program continues to be the sole source of women officers for the Marine Corps and Marine Corps Reserve. Candidates include college undergraduates, outstanding enlisted women, and college graduates. The program provides two six-weeks periods of summer training. After commissioning, all women officers, reserve and regular, are given an additional six-weeks indoctrination course prior to entering on their required tour of active duty.

Numbers of reserve officers appointed from each of the above described programs during the course of Fiscal Year 1957 are indicated in the following table.

Naval Reserve Officers Training Corps (Contract) . . .	141
Platoon Leaders Class . . . . .	594
Officer Candidate Course . . . . .	558
Naval Aviation Cadets . . . . .	290
Aviation Officer Candidate Course . . . . .	81
Women Officers Training Class . . . . .	<u>24</u>
Total . . . . .	1,688

The following table shows the officer losses from all causes during Fiscal Year 1957.



Terminations . . . . .	399
Severances . . . . .	102
Normal attrition . . . . .	698
Reserve releases . . . . .	<u>1,765</u>
Total . . . . .	2,964

Terminations consist of losses of temporary officers who have achieved a 20-year retirement right in the highest grade held, and who are required to retire or revert. This requirement is part of a long-range program, which first became effective in Fiscal Year 1957, for the gradual elimination of the temporary officer category. Severances consist of losses of company grade officers who have twice failed of selection for promotion, and who are required by law to be severed on 30 June of the year in which the second failure occurs. Normal attrition consists of losses due to retirements, deaths, discharges, resignations, and physical disability. Reserve releases are losses resulting primarily from officers completing obligated periods of active duty. Of the total losses enumerated above, 818 were officers and warrant officers of the regular Marine Corps. Of this number, 46 retired on completion of 30 years' service, and 238 on completion of from 20 to 29 years' service.

During the past year, the Marine Corps placed increased emphasis on the retention of junior reserve officers beyond their initial periods of obligated service, as a means of compensating



for losses which have reduced Marine Corps officer strength below the desired level. This effort has not proved entirely successful, and a more direct personal approach to the officers concerned is planned for the future.

Officer grade distribution in the regular Marine Corps at the beginning and end of the fiscal year is shown in the following table.

<u>Grade</u>	<u>30 Jun 56</u>	<u>30 Jun 57</u>
General . . . . .	2 *	3 **
Lieutenant General . . . . .	6 *	5
Major General . . . . .	22	22
Brigadier General . . . . .	33 ***	34 ****
Colonel . . . . .	484	500
Lieutenant Colonel . . . . .	1,318	1,345
Major . . . . .	2,496	2,585
Captain . . . . .	3,832	3,850
1st Lieutenant . . . . .	4,628	4,922
2d Lieutenant . . . . .	3,980	3,360
W-4 . . . . .	95	184
W-3 . . . . .	380	331
W-2 . . . . .	433	311
W-1 . . . . .	<u>100</u>	<u>152</u>
Total . . . . .	17,809	17,604
* Includes one retired officer on active duty		
** Includes two retired officers on active duty		
*** Includes one reserve officer on active duty with the Reserve program		
**** Includes one reserve officer on active duty with the reserve program, and one officer appointed for special duty		





The major problem in the Marine Corps regular officer promotion system is the "hump" -- the large number of officers of similar age and service who entered the Marine Corps during World War II. Study of this program continued during the past year. It appears that existing law will support the projected promotion program until Fiscal Year 1959. To prevent extremely high promotion attrition rates from that time onward, amendatory legislation is needed. To that end, a legislative proposal to force involuntary retirement of officers with 20 or more years of service, who have twice failed of selection, was introduced in Congress toward the end of the year.

Promotion of male officers on active duty with the regular establishment continued to be administered under the provisions of the Officer Personnel Act of 1947, as amended and now codified in Title 10, U. S. Code. Reserve officers not on active duty, and reserve officers on active duty with the reserve program, were selected and examined for promotion under the authority of the Reserve Officer Personnel Act of 1954.

### Enlisted Programs

As indicated earlier in this section, Fiscal Year 1957 was a high turnover year. This demanded an unusually strong recruiting effort to obtain replacements for the heavy losses which were experienced. A total of 56,900 recruits were enlisted, compared



with 51,200 in the previous year.

Despite the increased requirements, the Marine Corps raised its standards, reducing the percentage of Mental Group IV enlistees to 26%, compared with 36% in Fiscal Year 1956. The caliber of those enlisted from Mental Group IV was measurably improved, moreover, by raising the minimum qualification test score to the equivalent of 80 GCT.

A notably successful innovation in the recruiting program was the enlistment of personnel for aviation duty only. Recruitment for a specific type of duty is a departure from past Marine Corps practice. However, the opportunities offered by the other Services for technical training in the aviation field had to be met in order to secure for the Marine Corps a proper share of the higher mental groups. Sufficient quotas were set to meet the needs of the aviation fields in the Corps, and were filled from the inception of the program.

An unsatisfactory reenlistment rate among Marines completing their first enlistments was a major personnel problem. In Fiscal Year 1957 the reenlistment rate in this group was only 17% as compared with 23.7% during the previous year. (A rate of 25% is considered the lowest which will permit a satisfactory degree of personnel stabilization to be achieved.) By contrast, the reenlistment rate for Marines on their second



and subsequent enlistments was 83.6% in Fiscal Year 1957, which is considered more than satisfactory.

Vigorous measures were taken during the year to increase reenlistment rates. Specific reenlistment incentives were established, and a number of actions were taken to enhance the attractiveness of a Marine career. Among the latter, two deserve special mention.

A symposium of senior career noncommissioned officers was held early in the year to ascertain the opinions of this group on reenlistment and career motivation. All types of stations and activities were represented at this meeting, as well as a cross section of the major skills of the Corps. Because of the valuable results gained, the symposium has since been placed on a regular annual basis, and its subject matter has been extended to include a broad spectrum of subjects affecting the welfare of enlisted Marines and their attitudes toward the Corps.

Of equal importance in enhancing the attractiveness of a career in the Marine Corps was the emphasis during the year on the first sergeant - sergeant major program. This stress on the quality and prestige of the most senior noncommissioned officer group is significantly increasing the value of the career-goal which may be achieved by the enlisted Marine.

The reenlistment rate for those completing their first



enlistments during Fiscal Year 1958 is expected to rise to 22%.

Not all those desiring to reenlist will be accorded the opportunity, however. Commanding officers will determine eligibility, and will offer the reenlistment opportunity only to those who have proved themselves to be good Marines. Furthermore, all Marines who, on expiration of current enlistment, are eligible for retirement or for transfer to the Fleet Marine Corps Reserve, will have to obtain the Commandant's approval before they will be allowed to reenlist or extend their enlistments.

With fewer new accessions required, recruiting poses no difficulties for Fiscal Year 1958. A further increase in quality will be a major goal, and the qualification test score for recruits will again be raised.

The enlisted grade distribution of the regular Marine Corps at the beginning and end of the fiscal year is shown in the following table.

<u>Rank</u>	<u>30 Jun 56</u>	<u>30 Jun 57</u>
Sergeant Major . . . . .	88	240
First Sergeant . . . . .	149	500
Master Sergeant . . . . .	7,221	6,602
Technical Sergeant . . . . .	9,238	9,550
Staff Sergeant . . . . .	13,963	16,000
Sergeant . . . . .	32,573	26,000
Corporal . . . . .	32,047	37,000
Private First Class . . . . .	44,055	52,263
Private . . . . .	<u>43,637</u>	<u>33,845</u>
Total . . . . .	182,971	182,000







Promotion standards continued to be maintained at a high level, during the past year, to insure that noncommissioned officers would meet the traditional requirements of their grade. The maintenance of these standards resulted in a substantial shortage of corporals and sergeants, and a small shortage of staff sergeants. All grades are expected to be filled during Fiscal Year 1958 as a result of increased stability and experience in noncommissioned officer ranks.

The overage of master sergeants, which limited promotions to that grade during the three previous fiscal years, was eliminated during Fiscal Year 1957. A measure which contributed materially to the elimination of this overage was the opportunity afforded master sergeants to be discharged at their own request. Some 40 took advantage of this opportunity.

Under the first sergeant - sergeant major promotion program, previously referred to, approximately half of the ultimate number to serve in these grades were selected during the year.

Promotions in the Marine Corps Reserve generally paralleled those in the regular establishment. However, because of limited vacancies, only token numbers of promotions to the ranks of corporal and sergeant could be made. In other ranks, promotion opportunities continued to be ample.



## Civilian Personnel Programs

In addition to departmental responsibility, the Marine Corps exercised management control over 20 field activities at which civilians were employed. Determination of civilian personnel requirements and allocation of civilian personnel continued to be centralized in a single staff agency at Marine Corps Headquarters, which performed the same function for military manpower. Manpower control was exercised primarily by means of current military-civilian staffing documents and tables of organization. A continuous appraisal of civilian requirements was maintained, using uniform staffing standards and the development of personnel criteria based on workload.

The average number of civilians employed by the Corps in Fiscal Year 1957 was 17,200, of which 91.3% were employed at field activities.

The third Industrial Relations Conference was held at Marine Corps Headquarters during the year, and was attended by representatives of most of the field activities employing civilians. These conferences have proved very useful in coordinating the overall Marine Corps industrial relations program.

Marine Corps Reserve and Recruitment Districts were utilized in an effort to broaden the recruiting area for vacant



civilian billets at Marine Corps Headquarters in certain critical occupations. In addition, commanding officers of posts and stations were furnished promotional material, lists of Headquarters vacancies, and forms for filing applications for these positions, and were directed to bring this material to the attention of individuals who are ineligible for military service.

Pursuant to a directive issued by the Commandant, three field activities conducted evaluations of the effectiveness of their industrial relations programs during the year. These evaluations, which will be conducted at other field activities in the future, highlight noteworthy aspects of each program, and indicate areas where improvement is necessary.

In implementation of a directive by the Secretary of the Navy, commanding officers of field activities were delegated authority to classify civilian positions within their commands. More expeditious handling of cases is expected to result.

#### Personnel Requirements and Utilization

Fiscal Year 1957 witnessed the further development of precise methods for determining military and civilian personnel requirements, using standard organization patterns, staffing criteria, and work standards, and the expansion of personnel research to improve the assignment of personnel to meet requirements.





Where formerly personnel requirements analyses were conducted on an "as-needed" basis, they are now systematically scheduled. Thus, each table of organization is reviewed annually in the light of mission changes, changes in conditions, and applicable standards and criteria. In addition, on-the-spot assistance in the review of their tables of organization is furnished to field commanders every two years.

During the year, a single index was adopted for use in preparing the "Quarterly Estimate of Manpower Requirements for Shore Activities of the Naval Establishment" for submission to the Secretary of the Navy. The new index portrays personnel performance of the Marine Corps in any designated function, reducing all of the various workload rates which may be involved in the function to a single element. It has direct application in determining personnel allocations based on workloads.

During the course of the year, the supply activities at Albany, Georgia, Barstow, California, and San Francisco, California, were required to initiate and develop engineered work-measurement and performance standards for their overhaul and repair facilities. In pursuit of this program, they had, by the end of the year, procured or trained the required analysts, developed necessary methods and procedures for analysis, established engineered time-standards for a limited





number of work centers, and developed procedures for incorporating time and material standards into production planning and control.

The work measurement program in Marine Corps industrial relations offices, initiated during the previous fiscal year, proved during its first year to be an effective instrument for evaluating personnel requirements. Acting largely on their own initiative, on the basis of work-measurement analyses, local commanders had reduced the total of industrial relations billets in the Marine Corps by approximately 9% by the middle of Fiscal Year 1957. Staffing standards developed in the program were published to the Corps at large in November 1956.

A work-measurement program for accounting functions was initiated at the beginning of the fiscal year. Thus far, staffing standards have been developed for appropriation accounting, plant accounting, stores accounting, cost accounting, and various other accounting categories. These standards have been furnished to field commanders for evaluation and comment prior to application throughout the Marine Corps.

During the year, the Marine Corps participated with the other Services, under Defense Department sponsorship, in developing uniform service-wide work-measurement accounts and work units for supply functions. From this, a revised



work-measurement program for Marine Corps supply functions was prepared, and was put into effect on 1 July 1957.

### Safety

In recognition of the fact that personnel accidents constitute a major source of manpower waste, the Marine Corps took positive action during Fiscal Year 1957 to strengthen its safety program, which encompasses all aspects of accident prevention, including industrial health, hygiene, and accident prevention, off-duty motor-vehicle accident prevention, and general safety training. Supervision of the entire program was made the responsibility of the staff agency at Marine Corps Headquarters charged with manpower management.

The industrial safety program of the Marine Corps merited the Secretary of the Navy's Industrial Safety Award for 1956. Also worthy of note is the fact that during 1956 the number of private motor-vehicle fatalities involving Marines dropped 8% from 1955, while the fatalities for the Nation as a whole increased 5% during the same period.

In furtherance of its campaign to reduce motor-vehicle accidents, the Marine Corps has joined with the American Automobile Association in plans to establish a one-week driver training instructor course at the Marine Corps Schools, Quantico, Virginia. This course will qualify staff



noncommissioned officers from major Marine Corps activities to conduct the official AAA Driver Training Course. This project is expected to benefit the Corps materially through improved driving techniques and a consequent reduction in motor-vehicle accidents. Furthermore, as an added bonus, the Corps hopes eventually to obtain preferential insurance rates for personnel under 25 years of age who must now pay extremely high premiums for their automobile insurance.

#### Note

The various strengths shown in Section III of this report for the end of Fiscal Year 1957 are estimates, and may vary slightly from final personnel returns.



## SECTION IV - MATERIAL PROGRAM

### Procurement

As a result of the Commandant's approval of a revised structure for the Fleet Marine Forces, referred to in Section II of this report, procurement action was terminated in Fiscal Year 1957 on those items of combat equipment which will be required in reduced quantities under the new organization, or which will be phased out of use as advanced types of equipment become available. In those instances where determination of needs must await refinement of the new organizational structure, steps were taken to limit procurement in order to obviate the purchase of equipment the need for which is not firmly established.

A notable example of the application of the foregoing principles was the decision to cancel the production program for the LVTP6 amphibian tractor, with a saving of some \$33 million. Future amphibian tractor production is not expected to be necessary unless mobilization should occur before realization of the Marine Corps's planned helicopter capability. Barring that contingency, present stocks of the LVTP5 amphibian tractor will meet anticipated needs. A limited amphibian tractor development program will insure the





availability of up-to-date production designs if "crash" production is required by mobilization prior to realization of the planned helicopter capability.

### Modernization

During Fiscal Year 1957, an additional amphibian tractor battalion in the Fleet Marine Force, and all amphibian tractor units in the Marine Corps Reserve, were equipped with the LVTP5 amphibian tractor, leaving one Fleet Marine Force battalion in the Far East as the only remaining unit equipped with the obsolescent LVT3C tractor of World War II vintage. One armored amphibian company was equipped with the new LVTH6 armored amphibian, mounting a 105mm howitzer, which replaced the obsolete LVTA5 mounting a piece of smaller caliber. All amphibian tractor and armored amphibian units were issued amphibian repair vehicles to replace the repair pallets previously supplied.

In the artillery field, towed guns were replaced by self-propelled weapons in two 155mm gun battalions and one 8" howitzer battalion, and 90mm antiaircraft guns in the Marine Corps Reserve were replaced with 75mm guns (Skysweeper).

New anti-tank weapons of advanced design were furnished to several Fleet Marine Force units in the course of the year.



A 106mm recoilless rifle, which may be mounted on a lightweight vehicle or a ground mount, was issued to the 1st Marine Division for use in tests of the new organizational structure, and will be issued widely as a replacement for the 75mm recoilless rifle if tests affirm its expected advantages. ONTOS vehicles, each mounting six 106mm recoilless rifles, were issued to the infantry regiments of the 1st and 2d Marine Divisions, permitting the deactivation of a tank platoon in each regiment. Additional ONTOS vehicles were provided the 1st Marine Division in connection with tests of the new organizational structure.

New engineer equipment procured for the Fleet Marine Forces included a family of lightweight electrical generators, and an artillery towing attachment for tractors which will reduce the number of tractor types on hand by two.

Five new aircraft types, comprising HR2S and HUS helicopters, FJ-4 and F4D fighters, and A4D attack aircraft, were introduced in Fleet Marine Force squadrons during the year. In Fiscal Year 1958, the introduction of new aircraft types will continue, including F8U-1 and FJ-4B fighters.

New radio relay equipment, essential to the full exploitation of the Corps's new structure and tactical doctrine, will be phased into the Fleet Marine Forces during Fiscal Year 1958, and a simpler, more powerful, and more reliable type of radio



equipment will begin to replace the World War II type mounted in 1/4-ton trucks.

### Supply Distribution

A broad effort was made by the Marine Corps during Fiscal Year 1957 to improve its supply system by making the most effective and economical use of men, money, and plant.

Among the improvements in supply distribution were the reduction of cross-hauling and back-hauling, the establishment of small units as satellites of nearby larger units for supply purposes, and the expansion of local purchasing, either from commercial or government sources.

The supply-demand control system, mentioned in last year's report, was further extended during Fiscal Year 1957. The control agency, in Philadelphia, now controls 212,410 items of supply, comprising all repair parts as well as end-items of a consumable or non-support nature. All maintenance spare parts and consumable items are now controlled at one point under a single plan applying to all commodity areas.

Action was begun during the year to revise the present system of recording and reporting item inventory and financial information on the Stock Fund and Appropriation





Stores Accounts. Old supply categories, peculiar to the Marine Corps, will be abandoned in favor of new categories based on Federal Groups. This will aid in the Corps's participation in the Federal Cataloging Program, permit comparisons to be made with supply operations of other Services, and simplify warehousing and requisitioning, to mention only a few of the many advantages.

Stratification procedures were refined during the year, by the determination of factors common to all categories of supplies. The stratification program will be re-executed twice each year, and will utilize electronic data-processing equipment when available. It will provide better inventory control, facilitate stock positioning, and reduce warehouse space requirements, material handling requirements, and paperwork.

In conjunction with the stratification program, the fractionation program has enabled the Marine Corps to reduce material stocks in the Fleet Marine Forces without impairing their readiness or combat endurance.

Procedures were developed with the Army, during the early part of the year, for the transition to the single-manager system in the clothing and textile area. The transition took





place on 1 February 1957 with transfer of ownership of Marine Corps wholesale stocks, of a value of \$97 million, to the single-manager (Army).

An important measure to simplify the supply structure of the Marine Corps was taken during Fiscal Year 1957 as a result of a study completed in Fiscal Year 1954. This was the consolidation of Navy and Marine Corps supply responsibilities at Marine Corps Air Stations. A single department at these stations now performs all supply functions. Savings in personnel and facilities are expected from this innovation, as well as increased efficiency.

#### Maintenance

Action was initiated during the year toward adoption of a system whereby equipment components would be replaced, rather than repaired, at and below the level of the Marine division. The need for a new system reflects the growing quantity of complex equipment in the hands of combat units, and the difficult problem of providing skilled technicians and large quantities and varieties of repair parts and test equipment at those levels. Because of the many ramifications of a change to the present maintenance system, the new system will be subjected to extensive tests and evaluations in the field



before its final form is determined and it is put into effect.

Action was also initiated to revise the depot repair program to provide for the rotation of complex, costly, and high-density items through depot repair on a scheduled basis. This will facilitate repair planning and budgeting, and is expected to result in a higher serviceability level for equipment.

Several programs to assist field commanders in discharging their maintenance responsibilities were begun or carried forward during the year. In addition to field engineers hired on contract, teams were made available from technical schools and depots to instruct field maintenance personnel and to assist them in the inspection, modification, and repair of equipment.

Centralized supply accounting was expanded to include all Marine Corps Reserve units. This eliminated 261 formal accounts. A mail order system of clothing supply was also instituted, by which clothing is mailed from Marine Corps retail sales outlets as required for immediate issue or sale to an individual, eliminating the requirement for Reserve unit stockage.

#### Mobilization Material Planning and Reserves

Industrial mobilization planning was conducted during the year for some 600 Marine Corps items, of which approximately 400 are under single-service or single-manager assignment.

Production allocation planning was carried out for the 200



items procured commercially by the Corps. The Marine Corps is currently registered for planning purposes in 221 private industrial facilities, and has completed tentative production schedules for 75% of the items involved. In accordance with Defense Department policy, requirements have been spread over as broad a basis as possible, mobilization planning has been integrated with current procurement, and small business has been given every possible consideration. Plant surveys have been maintained current.

Funds made available to the Marine Corps in Fiscal Year 1957 were not sufficient to significantly improve the Corps's mobilization reserve stock position. Available procurement funds were used primarily to procure new items for initial issue and to eliminate marked deficiencies in the average position.



## SECTION V - INSTALLATIONS PROGRAM

### Marine Corps Supply Activity, Philadelphia, Pa.

It was determined, during the year, that three buildings could be released without adversely affecting the capability of the activity. At the end of the fiscal year, two of these buildings were in the process of being disposed of. The third will be disposed of during Fiscal Year 1958. The annual cost of operating and maintaining these buildings was approximately \$200,000.

### Marine Corps Schools, Quantico, Va.

Funds in the amount of \$2,178,000 were appropriated for the improvement of training facilities, expansion of the sewage treatment plant, expansion of the small arms range, and construction of recreational facilities, including utilities and site development. All items were placed under contract, with the exception of the recreation facilities, for which plans and specifications were completed.

A program for the construction of 1003 units of Capehart housing was submitted and justified to the Department of Defense, but has not yet been approved.

### Marine Corps Supply Forwarding Annex, Portsmouth, Va.

Funds in the amount of \$91,000 were appropriated for the construction of fence and gate facilities. Work is nearing completion.







Marine Corps Base, Camp Lejeune, N. C.

Funds in the amount of \$2,785,000 were appropriated for the modification of barracks and heating facilities. Work is nearing completion.

A previously approved project for the construction of 1124 Capehart housing units was reviewed by the Office of the Secretary of Defense during the latter part of the year, and was deferred as a result. A reclama was entered by the Marine Corps, based on the urgent need for this housing, and on the time and money already expended on preliminary development work.

Marine Corps Air Facility, New River, N. C.

Construction of 435 units of Capehart housing was begun during Fiscal Year 1957, and will be completed in Fiscal Year 1958.

Marine Corps Auxiliary Air Station, Beaufort, S. C.

Funds in the amount of \$16,737,000 were appropriated for the further development of permanent facilities at this new station. Operational facilities at the station were 80% complete at the end of the year. Movement of Fleet Marine Force units to the station will begin in August 1957. Capehart housing will be completed during Fiscal Year 1958.



#### Marine Corps Recruit Depot, Parris Island, S. C.

Funds in the amount of \$4,266,000 were appropriated for the construction of recruit battalion facilities, a theater, and a heating and steam distribution system. Plans and specifications are nearing completion for the recruit battalion facilities, and contracts have been let for the remainder of the program.

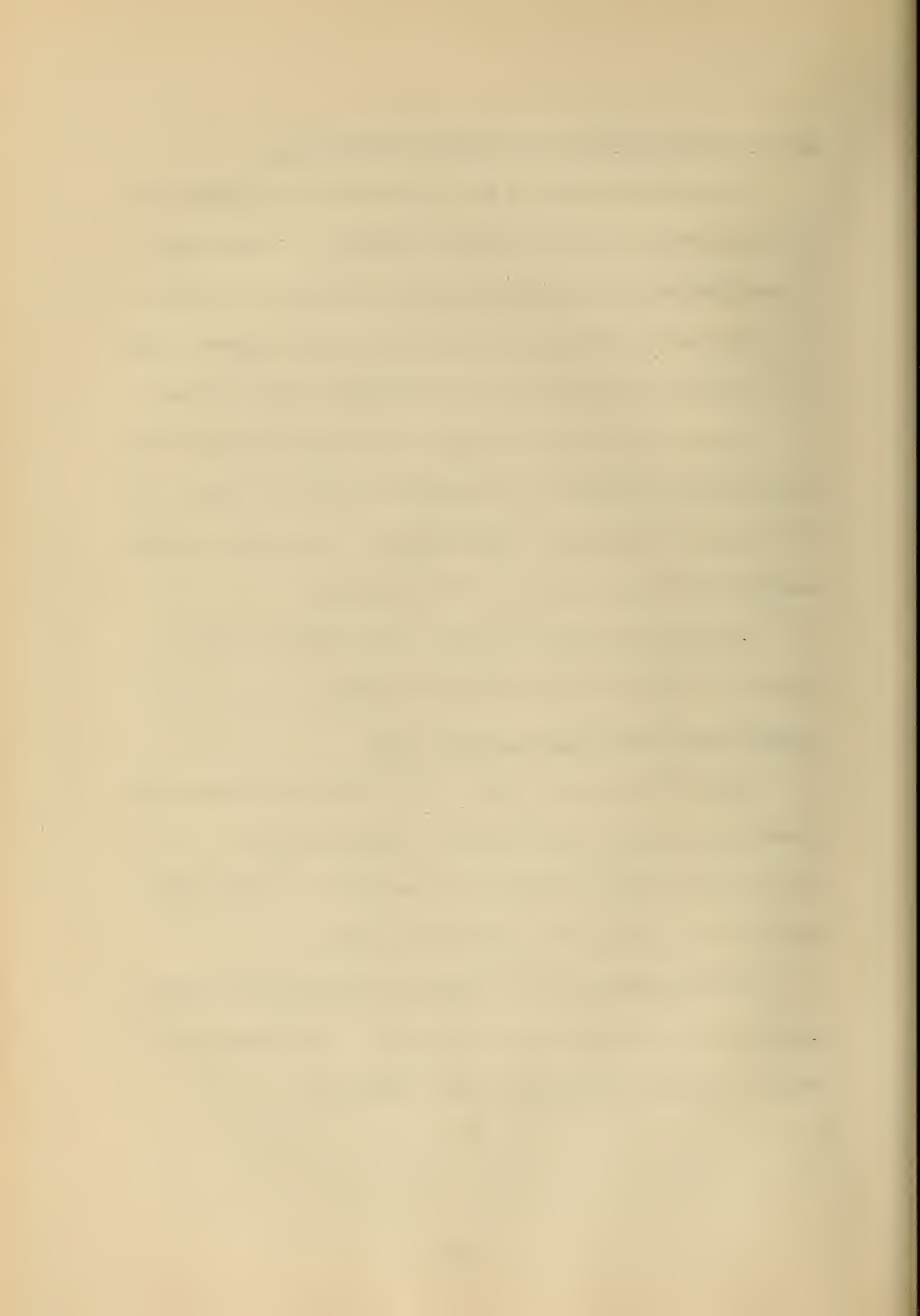
A previously approved project for the construction of 415 Capehart housing units was reviewed by the Office of the Secretary of Defense during the latter part of the year, and the number of units was reduced to 355 as a result.

During the course of the year, 200 trailer units were procured to help relieve the housing shortage.

#### Marine Corps Supply Depot, Albany, Ga.

Funds in the amount of \$1,471,000 were appropriated for construction of paved open storage, a utility building, recreational facilities, utilities, and an industrial waste disposal system. All work is now under contract.

Eleven married officers' quarters and 86 enlisted men's quarters were completed during the year. Construction of 160 units of Capehart housing began late in the year.



#### Marine Corps Recruit Depot, San Diego, Calif.

It became necessary, late in the year, to plan for the eventual relocation of the weapons training facilities at Camp Matthews, an adjunct of the Recruit Depot, due to civilian community growth in the area. Planning was initiated for the eventual movement of these facilities to Camp Pendleton.

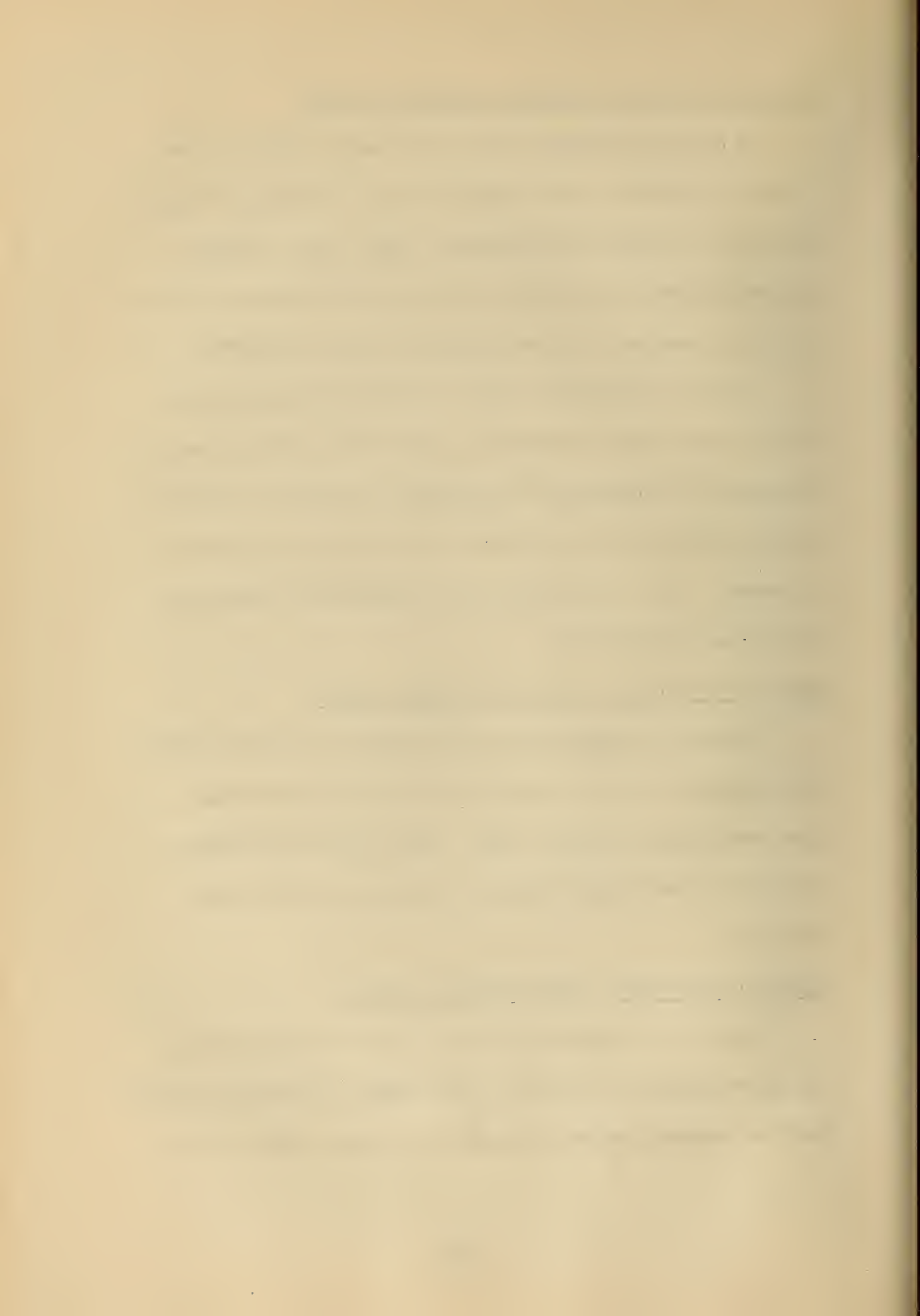
Funds in the amount of \$1,679,000 were appropriated for the construction of barracks, a field house, and a theater. Because of the necessity of eventually relocating the facilities at Camp Matthews, the barracks and theater projects were suspended. The field house was not approved for funding by the Bureau of the Budget.

#### Marine Corps Base, Twentynine Palms, Calif.

Funds were appropriated in the amount of \$1,165,000 for land acquisition and for construction of enlisted men's and noncommissioned officers' clubs. The clubs are now under construction and negotiations are in progress for the land acquisition.

#### Marine Corps Base, Camp Pendleton, Calif.

Funds in the amount of \$3,429,000 were appropriated for improvement of the Del Mar Boat Basin, the heating system, and the telephone system at Camp San Onofre. Work on the





latter items is under way. Improvement of the boat basin is ready for bid, and apportionment of funds has been requested.

The water rights litigation continued to pose a serious problem, and has kept base development at a standstill. The case is due for further trial in Fiscal Year 1958. Meanwhile, the temporary structures which comprise the base have continued to deteriorate, maintenance costs have risen, and the occupants of the base have suffered from inadequate facilities.

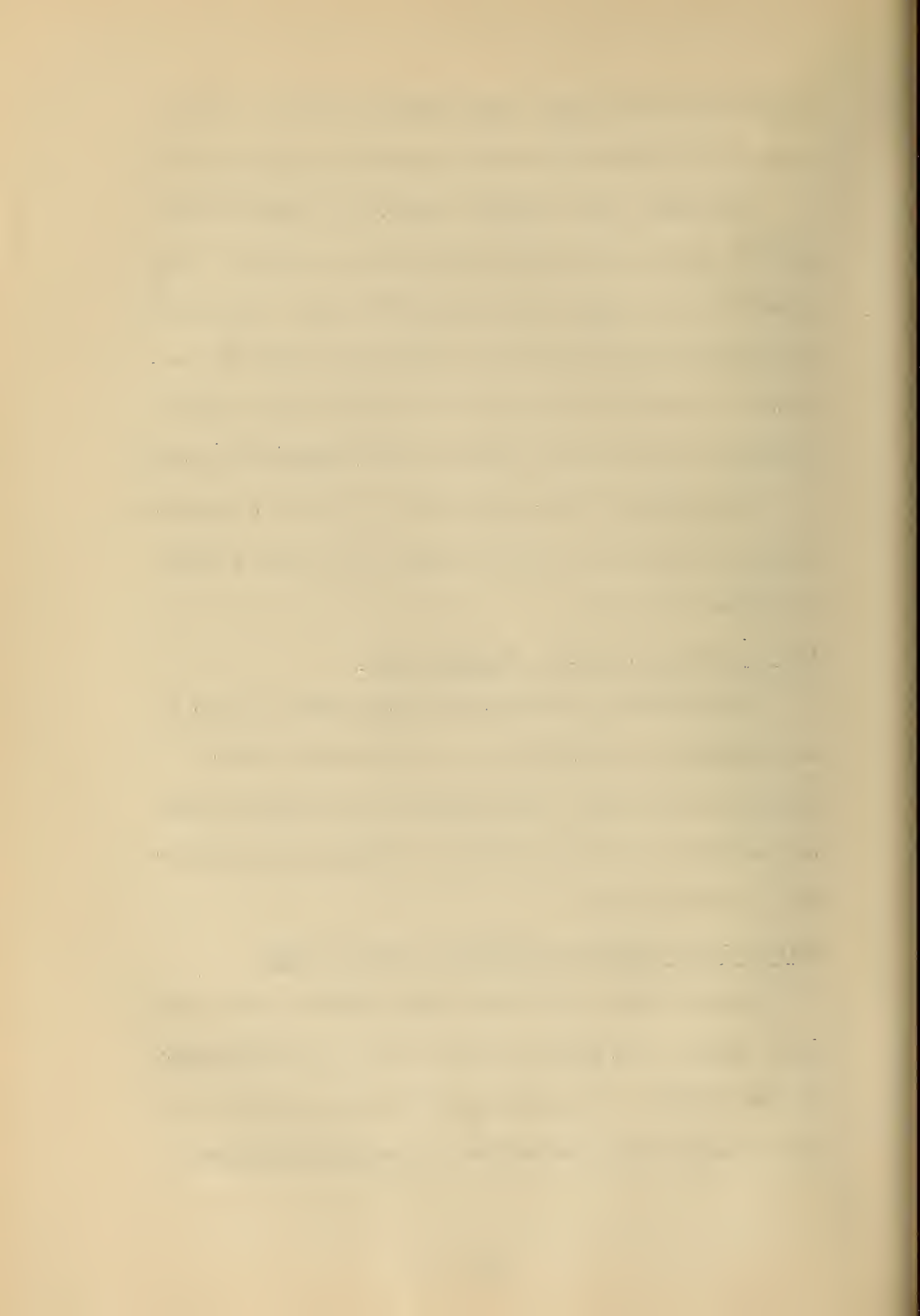
A program for the construction of 470 units of Capehart housing was submitted to the Secretary of the Navy, but has not yet been approved.

#### Marine Corps Air Station, El Toro, Calif.

Construction of new facilities began during the year to accommodate a tactical air group. Construction of 600 Capehart housing units, to be shared with the Marine Corps Air Facility, Santa Ana, California, was approved, and work will commence shortly.

#### Marine Corps Auxiliary Air Station, Mojave, Calif.

Rehabilitation of this station was completed early in the year. Funds in the amount of \$12,500,000 were appropriated for new facilities. Construction has not begun, however, as the site has not yet received final Congressional approval.



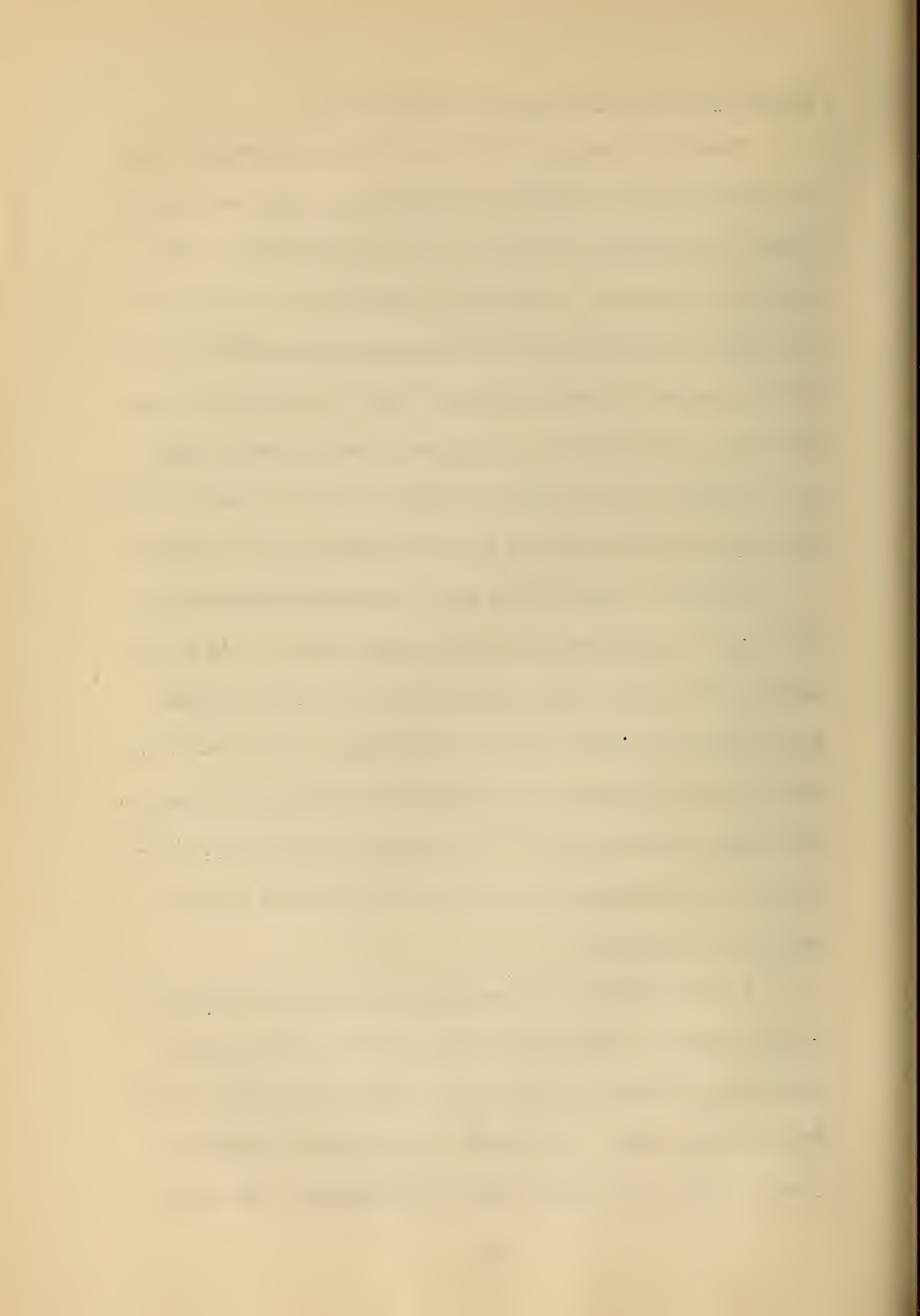


Marine Corps Supply Center, Barstow, Calif.

Funds in the amount of \$3,410,000 were appropriated for the construction of a shipping and receiving facility and freight office, a maintenance and utilities shop, an accounting office building, a messhall, and an enlisted men's club, and for site development and preparation of plans and specifications for the first increment of a central repair shop. All construction items are under contract with the exception of the maintenance and utilities shop, for which apportionment of funds is pending. Funds have been partially obligated for the central repair shop project.

During the course of the year, it was determined that the functions of the Daggett Area of the Supply Center could be consolidated with those of the other areas of the Center without adversely affecting the Center's capabilities. At the end of the year the Daggett property was declared in excess to the needs of the Corps, and the projected consolidation is under way. Disposition of the Daggett area will result in an annual saving of approximately \$90,000.

A previously approved project for the construction of 51 units of Capehart housing was reviewed by the Office of the Secretary of Defense during the latter part of the year, and was deferred as a result. A reclama was entered by the Marine Corps, based on the urgent need for this housing, and on the



money already expended for architect and engineer fees.

Marine Corps Cold Weather Training Center, Bridgeport, Calif.

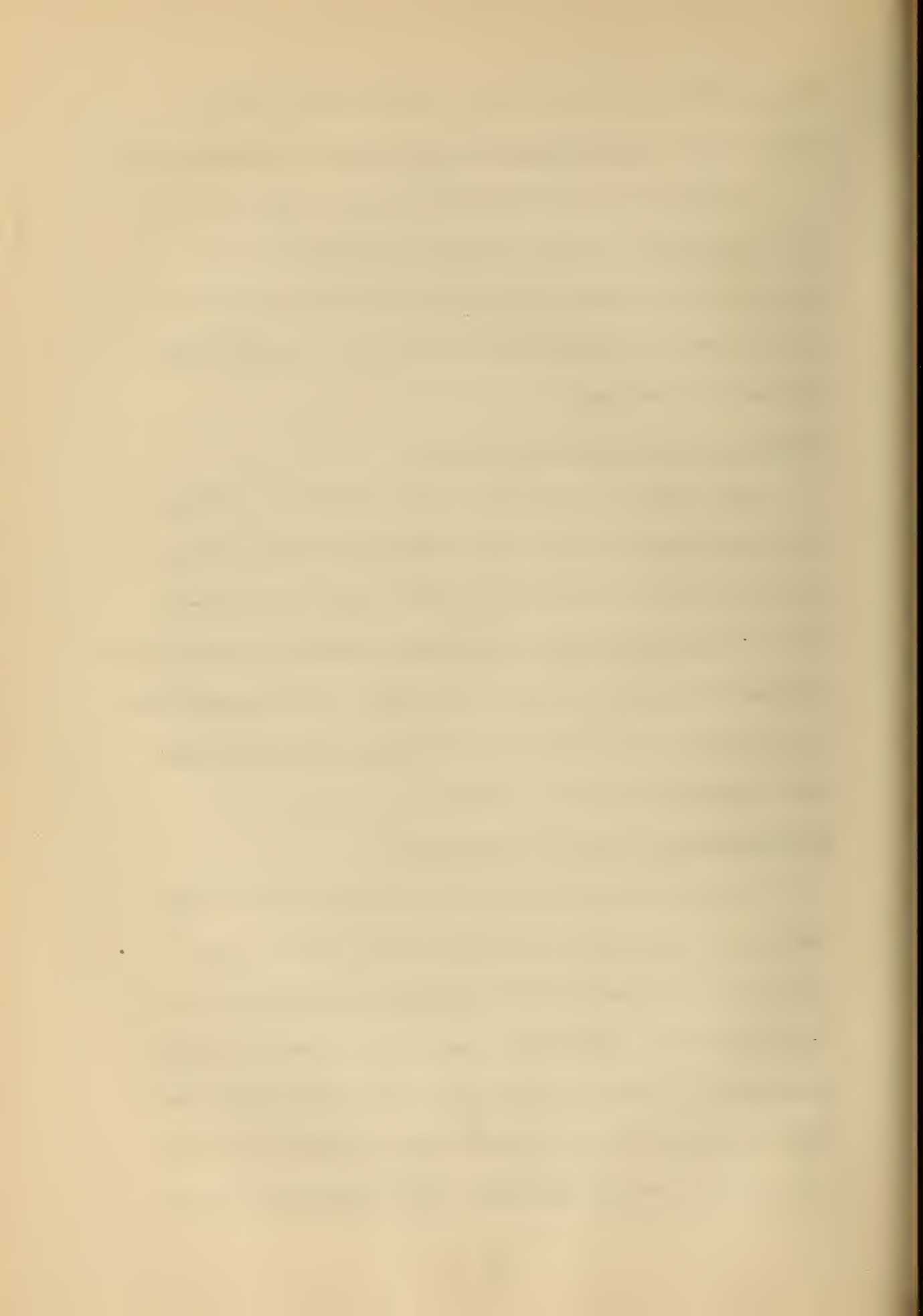
Funds in the amount of \$294,000 were appropriated for the construction of a water system and a sewage system. Further action on these projects has been deferred by the Marine Corps, however, pending determination of the site for a dam proposed for the area.

Camp Holland M. Smith, Oahu, T. H.

As a result of the revision of the United States military command structure in the Pacific Ocean area, which became effective at the end of Fiscal Year 1957, the Commander-in-Chief, United States Pacific Command, requested and was granted headquarters space at Camp H. M. Smith. The necessary funds for alterations were provided by the Navy, and essential work was completed by the end of the year.

Camp Smedley D. Butler, Okinawa, R. I.

Funds available for construction of expeditionary camp facilities for Marine units on Okinawa were reduced by the Secretary of Defense from \$45 million to \$18 million late in Fiscal Year 1957. Plans which had originally been designed to accommodate one Marine division (less one regimental combat team) together with helicopter and air-observation units, had therefore to be revised downward. Bids on the facilities for



ground elements will be received early in Fiscal Year 1958.

Architect and engineer studies on the facilities for aviation elements were in progress at the end of Fiscal Year 1957.

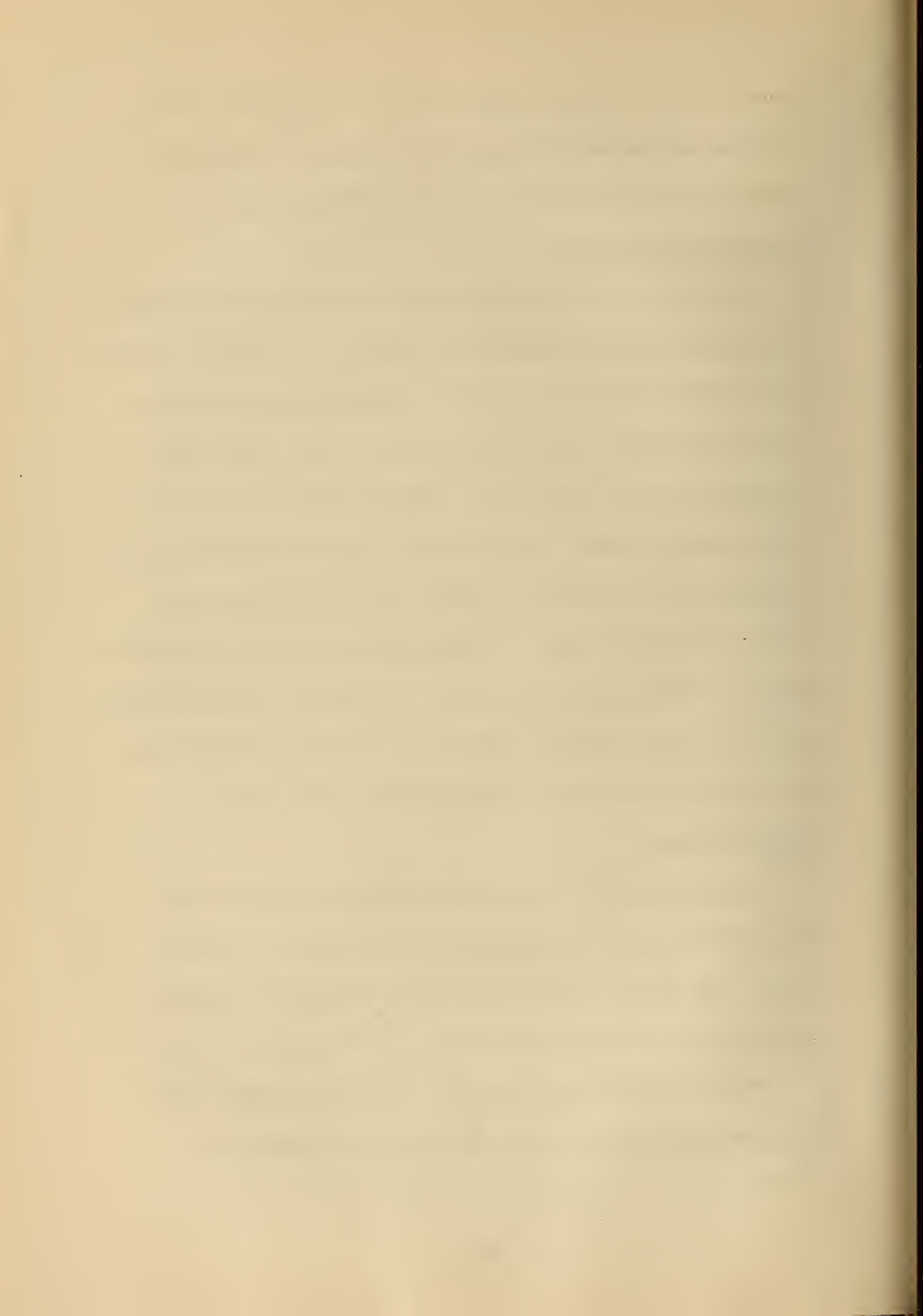
#### Marine Corps Reserve.

At the end of Fiscal Year 1957, the Marine Corps Reserve occupied 233 training centers, of which 162 were jointly occupied with the Naval Reserve, two with the Army Reserve, and two with both the Naval and Army Reserves. The remaining 67 facilities comprise 40 Federally owned properties and 27 commercially leased. A long range program currently in effect will decrease the number of commercially leased facilities, retaining them only when a 50-year tenancy at nominal rental is assured. This program embraces 32 construction projects costing a total of \$7,100,000 spread over a four year period, and will reduce annual rental costs from \$257,000 to \$95,000.

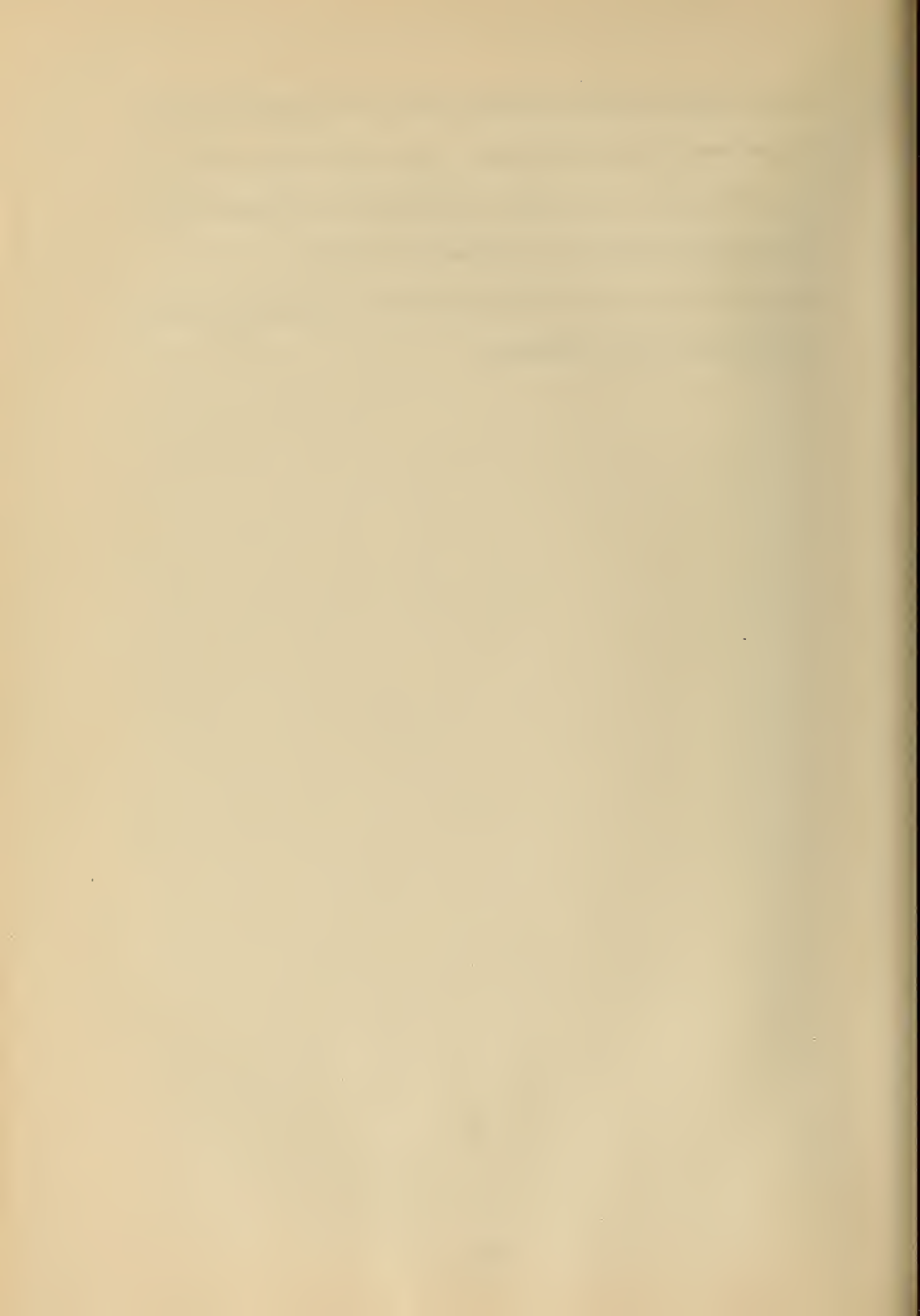
#### Fire Prevention

An aggressive fire prevention program during Fiscal Year 1957 held fire losses in the Marine Corps to a very low value. The number of fire department responses decreased approximately 13% from that of the previous year.

The increased effectiveness of the fire prevention program was achieved through more effective training, and



through vigorous action resulting from fire protection surveys, inspections, and investigations. At the same time, the cost of fire prevention and protection was reduced by the deactivation of three fire stations, the elimination of billets for 103 fire department personnel, and the reduction of equipment requirements through better utilization.





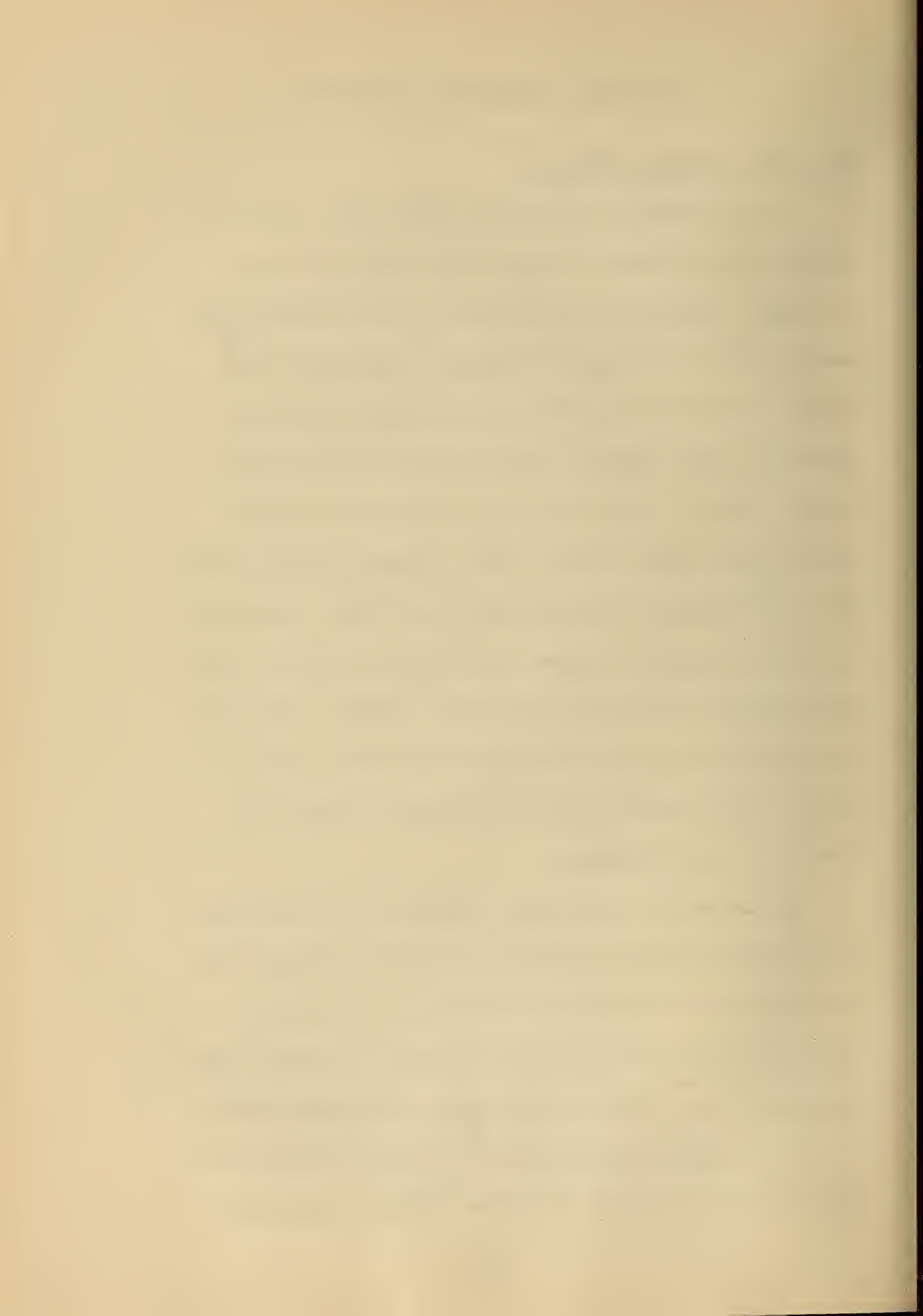
## SECTION VI - TRAINING PROGRAM

### Individual Training - Officers

Officer training, during Fiscal Year 1957, continued to combine the advantages of on-the-job training with formal schooling. Maximum value from the former was assured by careful adherence to career-management principles which strike a proper balance between specialization and broad experience, with continual emphasis on the development of combat leaders. Formal schooling followed the standard pattern of pre-basic training, basic training, specialist training, and training at intermediate and high levels. From the standpoint of numbers trained, most schooling was conducted at the Marine Corps Schools, Quantico, Virginia. However, the Corps placed substantial reliance on schools of other services, and on joint schools, for certain advanced and specialist types of training.

In the category of pre-basic training, 3,400 candidates for commissioning were trained in the Platoon Leaders Class and the Naval Reserve Officers Training Corps programs, 676 were screened and trained in the Officer Candidate Class programs, and 106 in the Women Officers Training Courses.

1,684 newly commissioned male officers received their initial training as officers at the Basic School. In addition,

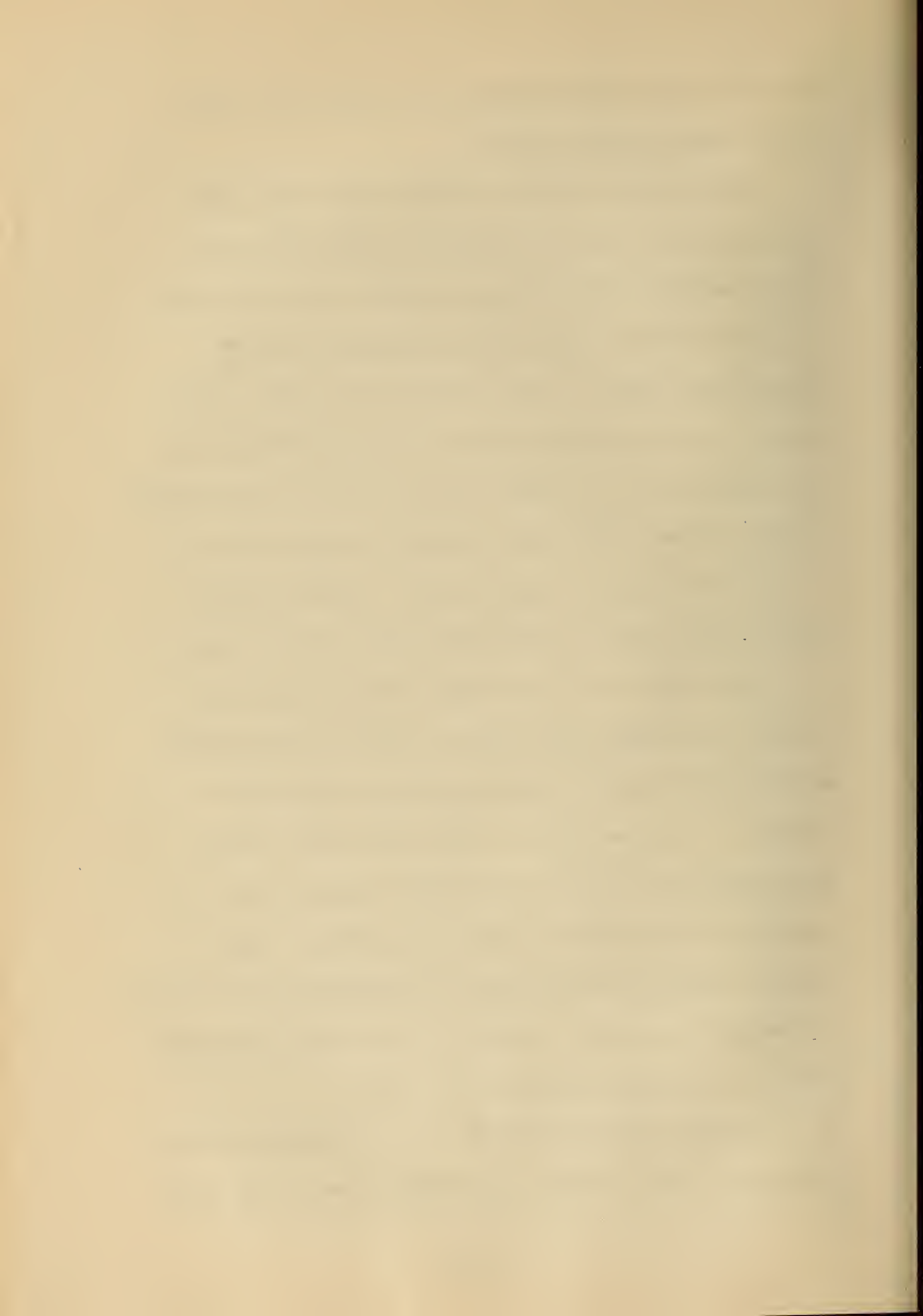


23 newly commissioned officers were trained in the Women Officers Indoctrination Course.

630 new Naval Aviators completed their initial flight training during the course of the year. Some of these had already received Marine Corps pre-basic and/or basic training, but the majority began their military experience as Naval Aviation Cadets. Those members of the latter group who are eventually integrated into the regular Marine Corps are normally sent to the Basic School for special indoctrination courses designed to give them a general background similar to that of their regular contemporaries. 45 former Naval Aviation Cadets were so indoctrinated during the past year.

In accordance with the accepted career-management pattern, intermediate level schooling was provided during the year for officers between their seventh and twelfth years of service. 170 Marine officers, plus six from other United States armed forces and 20 from foreign countries, were graduated from the Marine Corps's Junior School, which teaches command and staff duties at the battalion/squadron and regiment/air-group level. Schools of other services were also utilized to train Marine officers at this level.

Specialist training for Marine officers generally overlaps intermediate level schooling. Orientation courses were given

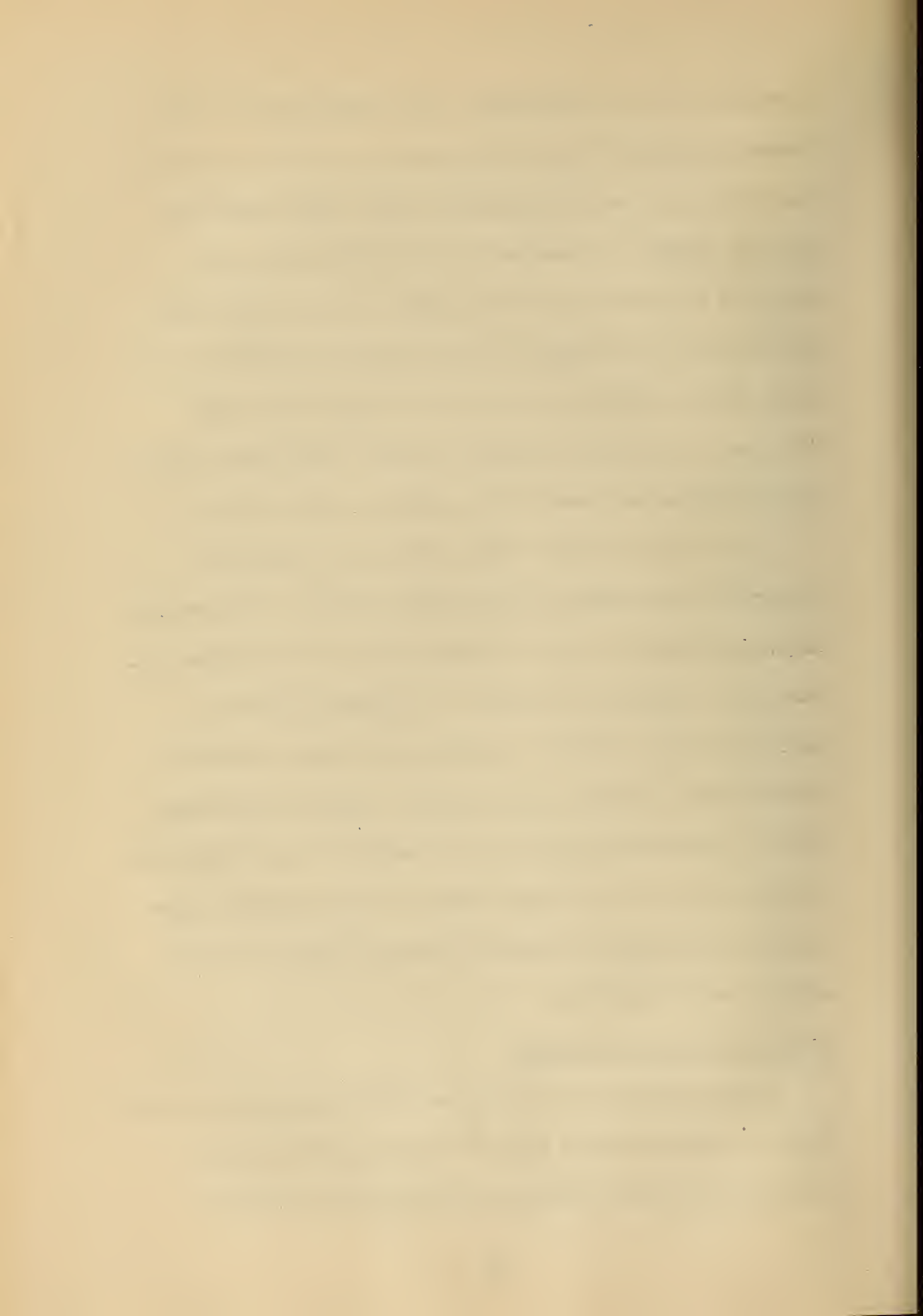


to selected officers immediately after graduation from basic training to prepare them for assignment to artillery, engineer, tracked-vehicle, and communication units. Most specialist training, however, is delayed until the officer has had the benefit of at least one tour of line duty. In Fiscal Year 1957, approximately 2,700 Marine officers received specialist training at schools conducted by the Marine Corps or by other Services in such fields as guided missiles, amphibious vehicles, communications and electronics, artillery, and aviation.

High level training of Marine officers is conducted principally at the Marine Corps's Senior School, where primary emphasis is placed on advanced instruction in the doctrines and techniques of amphibious warfare. 106 Marine officers, generally in their fifteenth to twenty-second year of service, completed this training during the year, together with twelve officers from other United States Armed Forces and eight from foreign nations. A substantial number of Marine officers also attended joint schools, foreign schools, and schools of other services at the high level.

#### Individual Training - Enlisted

Approximately 63,000 male recruits completed the 12-weeks recruit training course at Marine Corps Recruit Depots at Parris Island, South Carolina, and San Diego, California,



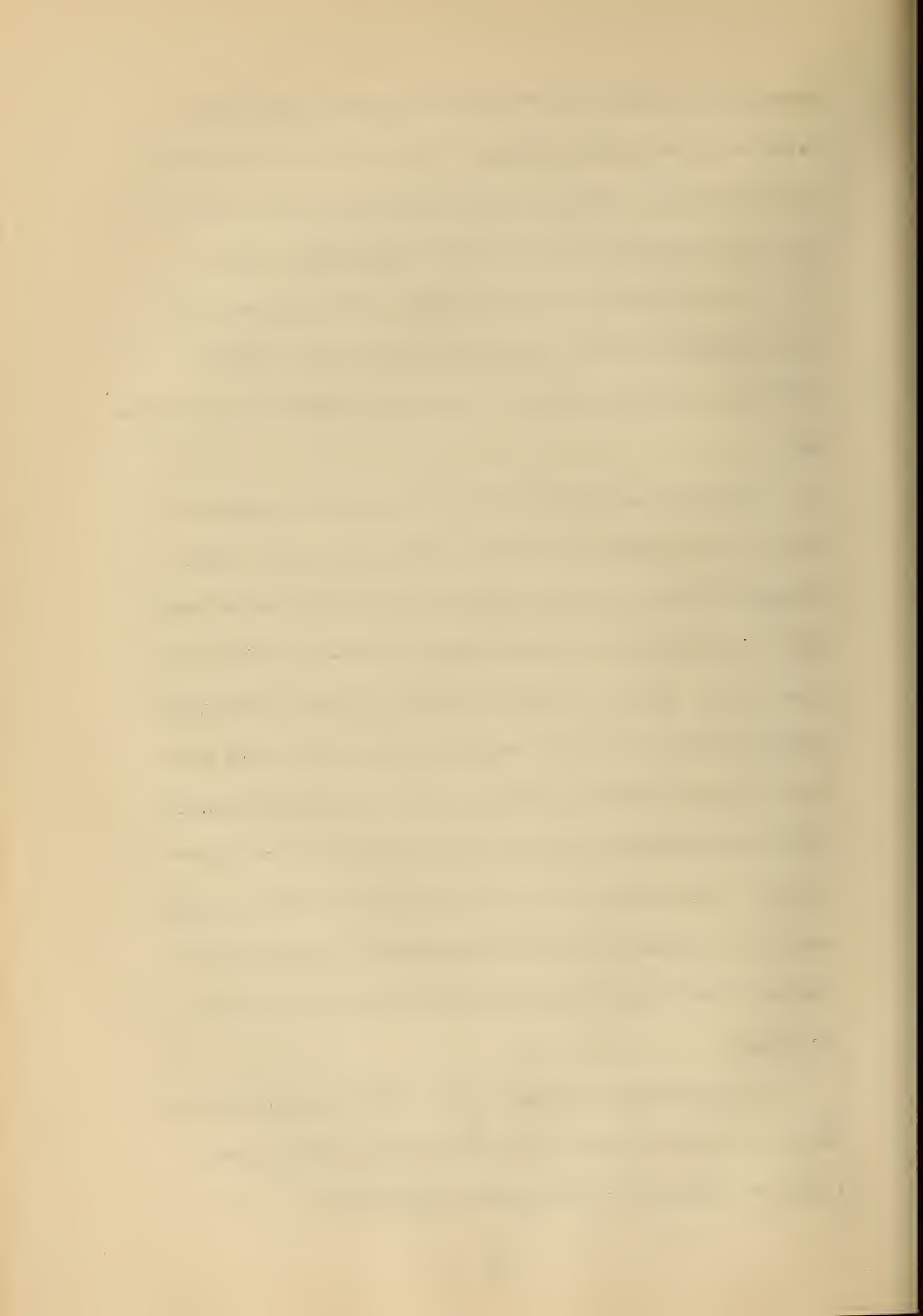


during Fiscal Year 1957. Some 600 women completed the 8-weeks course at Parris Island. Vigorous efforts to improve recruit training, initiated during the previous year, were continued during Fiscal Year 1957 with outstanding results.

On completion of recruit training, male Marines were given individual combat training at Camp Lejeune, North Carolina, or Camp Pendleton, California, before further assignment.

Specialist and technical training was given to approximately 26,500 Marines during the course of the year, with primary attention to career Marines and to noncommissioned officers who play the principal role in on-the-job training of lower ranks. Factory training was also utilized, especially in the development of aviation technical skills. The latter continued to pose a difficult problem, due to the rapidly growing complexity of aviation equipment and the introduction of new aircraft. The training methods mentioned above were supplemented in the case of aviation personnel by extensive use of mobile trainers and by means afforded by Fleet Introduction Programs.

11,000 Marines completed cold-weather training at the Marine Corps Cold Weather Training Center, Bridgeport, California, during the winter months of the year.





Replacements destined for Alaska and the Far East formed a major portion of the training load at that activity.

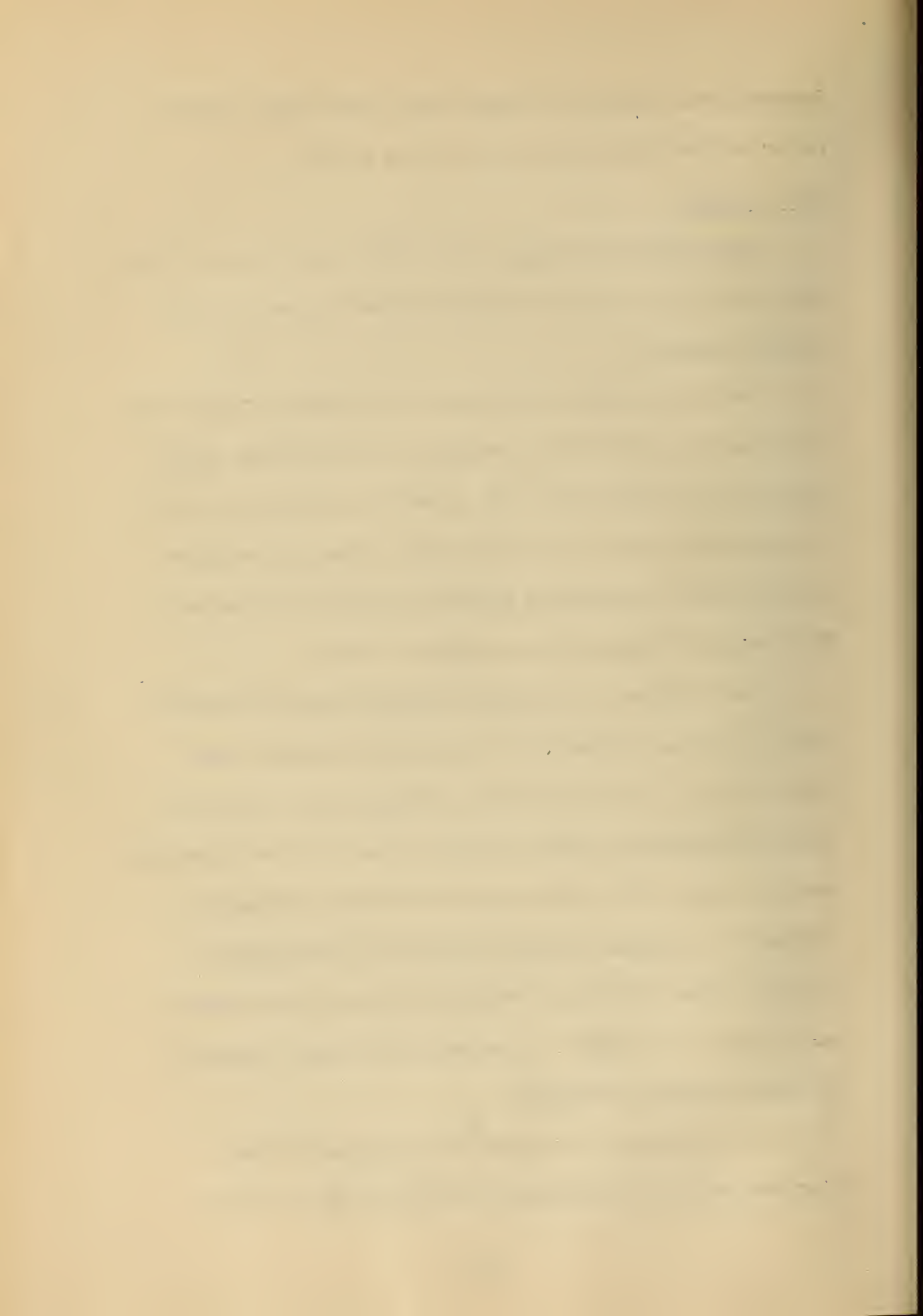
### Unit Training

Unit training in all major units of the Fleet Marine Forces was conducted in progressive cycles to maintain and increase combat readiness.

During the course of the year, the 1st Marine Division and the 3d Marine Aircraft Wing conducted a division/wing landing exercise on the California coast, as well as smaller exercises for subordinate division and wing units. Three cold weather exercises were conducted by battalions of the division at the Cold Weather Training Center mentioned above.

The 2d Marine Division and 2d Marine Aircraft Wing conducted a division/wing exercise on the North Carolina coast, and provided an air-ground force of regiment/air-group size which participated with other Services in an exercise in Panama late in the year. Two battalions of the division took part in "NARMID", an annual exercise conducted for the benefit of the Naval Reserve Officers Training Corps, and one battalion participated in "TRAMID", an annual indoctrination exercise for Naval Academy midshipmen.

The 3d Marine Division and the 1st Marine Aircraft Wing took part in two significant exercises in the Far East.



One, a division/wing exercise, utilized a maneuver area in the Philippines for the first time, and attracted much international attention. The other, a demonstration conducted in Thailand under the auspices of the Southeast Asia Treaty Organization, included a battalion from the 3d Division and a helicopter squadron from the 1st Wing, and demonstrated vividly the speed with which military action is possible under the SEATO concept. In addition to the foregoing, the 3d Division conducted one regimental and three battalion landing exercises.

The 1st Marine Brigade in Hawaii, comprising a provisional grouping of a regimental landing team and a reinforced air group from the 3d Marine Division and the 1st Marine Aircraft Wing, respectively, conducted a brigade landing exercise and three battalion landing exercises in the Hawaiian area.

In the Mediterranean area, the battalion landing team stationed on a rotating basis with the Sixth Fleet carried out a number of landing exercises, including several with our Allies. An all-weather fighter squadron deployed to a Sixth Fleet aircraft carrier during the latter portion of the year participated in the training of that fleet in the Mediterranean. An attack squadron deployed to the Western Pacific aboard an aircraft carrier also took part in fleet operational training.

The exercises mentioned above were supported by appropriate units and detachments from Force Troops, Atlantic and Pacific. Headquarters of the Fleet Marine Forces, Atlantic and Pacific, furnished command groups for the larger maneuvers.



## Reserve Training

The average on-board strength of the Marine Corps Reserve drill-pay program was 4,055 officers and 40,320 enlisted. Field training attendance for the Summer of Calendar Year 1957 is estimated at 3,400 officers and 33,000 enlisted.

Training of ground units was carried out in two phases. That at training centers consisted of 24 or 48 paid drills. Double drills, of at least eight consecutive hours duration, were encouraged and were utilized by an increasing number of units. Annual field training of 15 days for all units was conducted at posts and stations of the regular establishment, as the culmination of the year's training cycle. Practical field work was stressed, and specialist units were trained, insofar as practicable, at activities where facilities were available to train each member in his particular specialty.

Reserve air squadrons and air reserve groups trained at home on an annual basis of 48 and 24 drills, respectively. All were double drills of at least eight consecutive hours duration. Annual field training of 15 days for all units was carried out at stations of the regular establishment, or at home stations.

An estimated 6,600 reservists participated as individuals in active duty for training. This included four-day periods of attendance at presentations of instructional problems, and



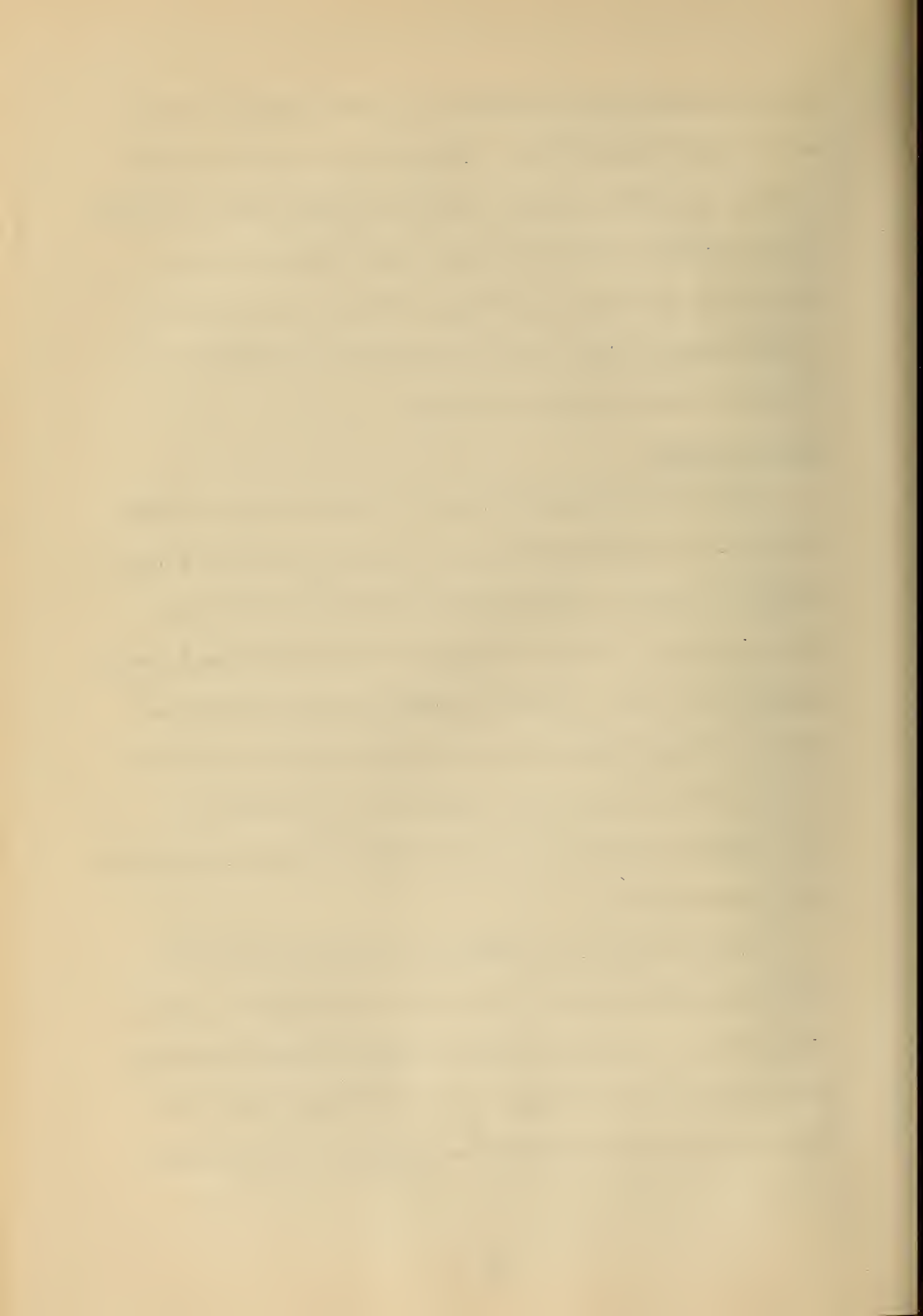


15 to 120-day periods of attendance at formal schools or service with the Fleet Marine Forces. Individual training also included associate duty with organized reserve units and reserve elements of other Services, extension courses, active duty for training without pay, and other types of duty. Some 5,000 officers and enlisted Marines were members of volunteer training units and attended regularly scheduled meetings.

### Special Training

The Advanced Based Problem of the Marine Corps Schools, an eight-hour exposition of the planning and execution of a major amphibious operation, was presented during the course of the year at a number of schools conducted by United States and foreign armed forces, and to a number of Marine Corps and Navy commands. A similar presentation, concerned with the operations of smaller units in amphibious operations, was presented to major Marine commands, and to personnel of several reserve and recruitment districts.

The large amphibious command-post exercise which has been traditionally conducted for students of the Marine Corps's Senior, Junior, and Communication Officers' Schools at the end of the academic year was again conducted in Fiscal Year 1957, with the active aid and participation of Atlantic Fleet personnel.





As in the previous year, the non-availability of sufficient amphibious shipping made it necessary to cancel the afloat phase of the exercise. Substantial benefit was nevertheless derived.

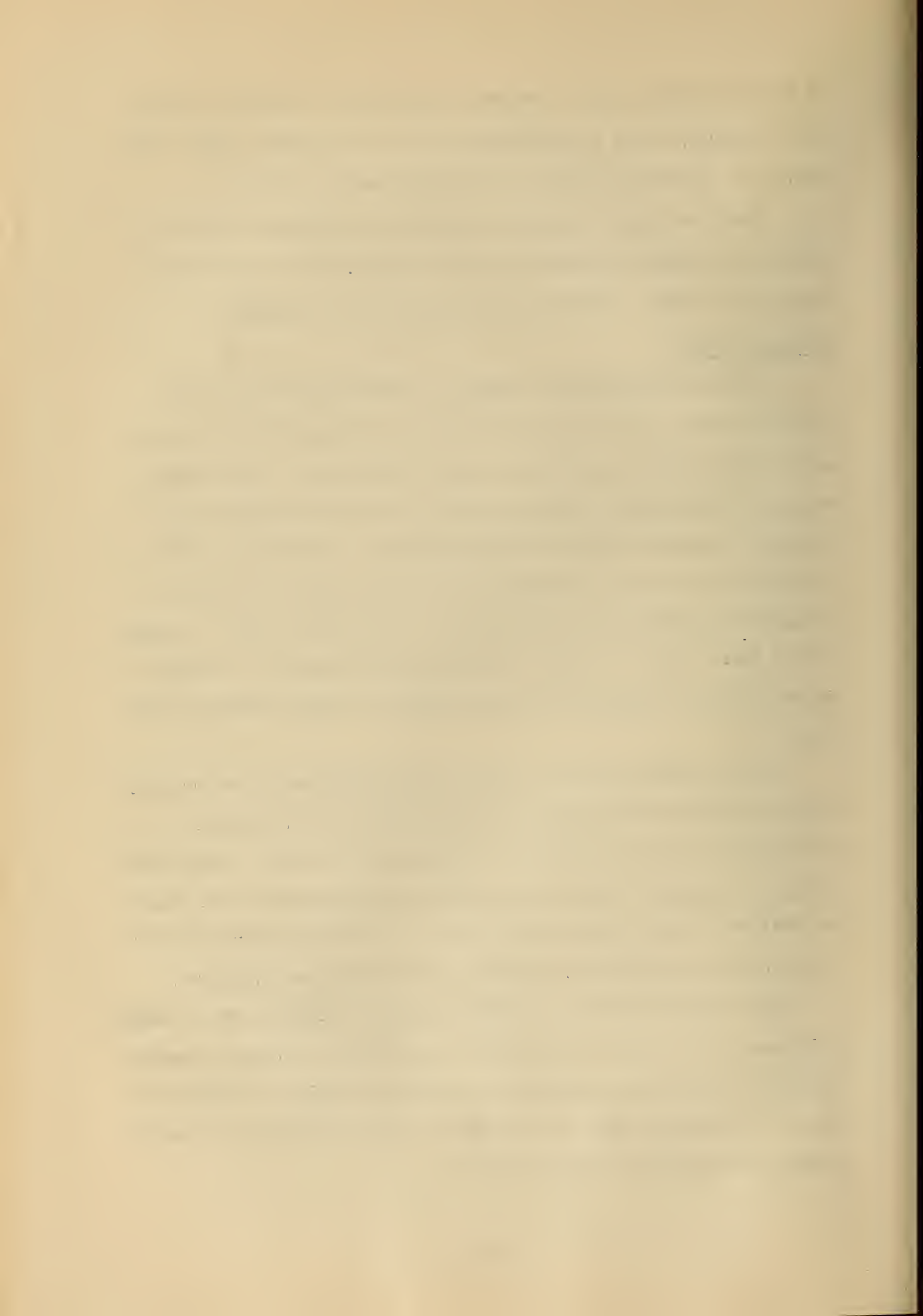
The four-weeks training program for Marines destined for assignment to State Department posts abroad continued during Fiscal Year 1957. 320 Marines completed this training.

### Marksmanship

During the target year ending 31 December 1956, some 168,000 Marines fired the qualification or requalification course with the M-1 Rifle, the basic weapon of the Corps. In addition, recruits undergoing individual combat training were given an extensive course in combat-marksmanship. The value of this training will be greatly enhanced in the future by a new type of combat target which was introduced in Fiscal Year 1957. During Fiscal Year 1958, new ranges specifically designed for the new targets will be completed at major bases for Fleet Marine Force use.

As in previous years, interest and proficiency in marksmanship were stimulated and developed by means of a broad and vigorous competition-in-arms program at all levels. The success of this continuing program was attested in September 1956, when the Marine Corps Team won all five of the Government-sponsored rifle and pistol matches at the Camp Perry National Matches.

The establishment of a Marksmanship Training Unit at Camp Matthews, San Diego, California, in the Fall of 1956 gave further impetus to the marksmanship program by providing a focal point for the development and dissemination of the techniques of marksmanship and marksmanship training.



## SECTION VII - RESEARCH AND DEVELOPMENT PROGRAM

### General

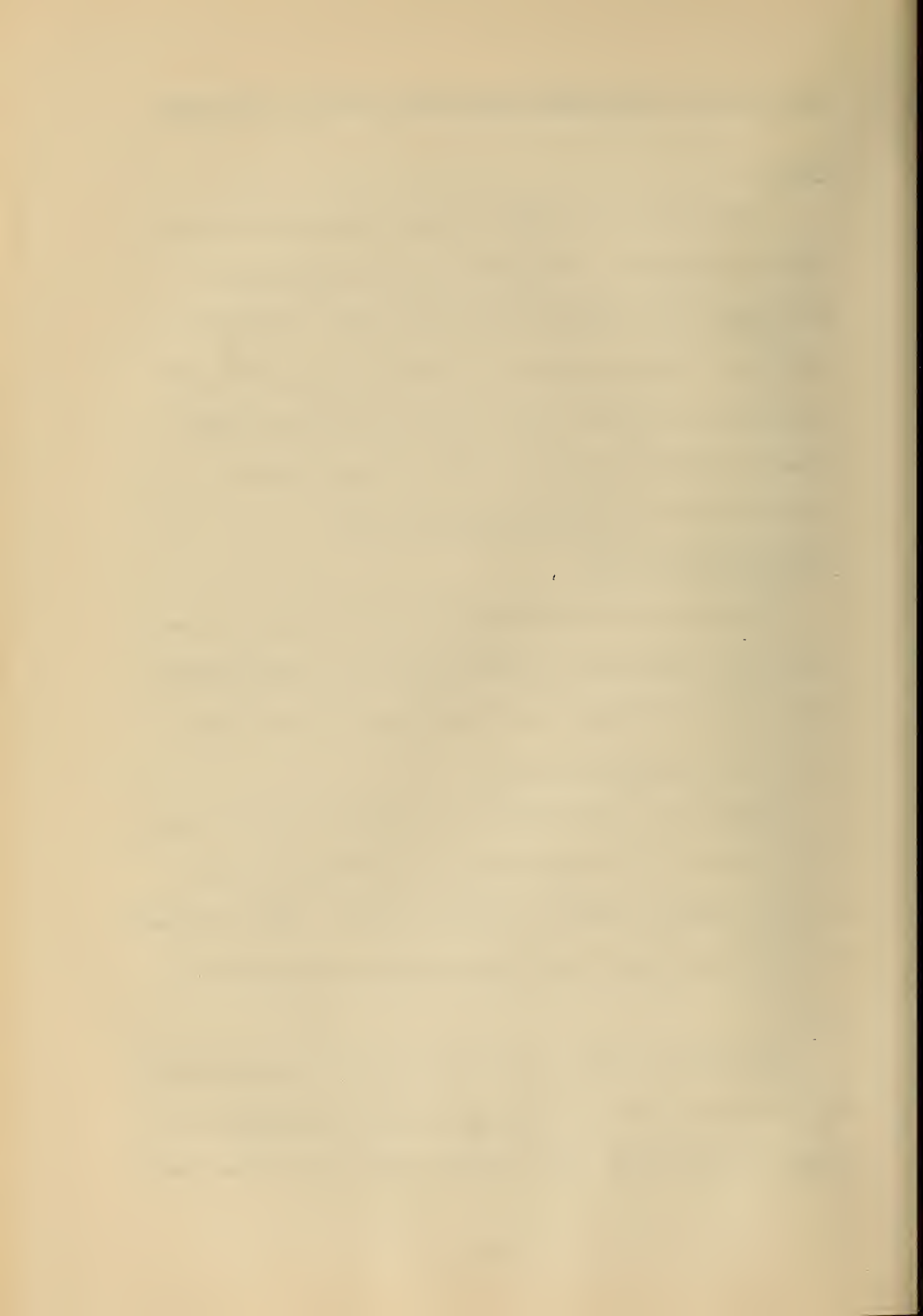
During Fiscal Year 1957, progress continued toward the complete integration of the Marine Corps's research and development effort with the long and mid-range objectives of the Corps. The relationship of the Marine Corps's research and development effort to that of the Navy was more clearly defined, resulting in a firm basis for the improvement of internal planning and programming procedures.

### Tactics and Techniques

Fiscal Year 1957 witnessed substantial advances in the refinement of the Corps's modern doctrine for amphibious warfare. This was achieved without impairing the combat readiness of the Fleet Marine Forces.

Marine Corps Test Unit No. 1, mentioned earlier in this report, completed 27 major projects, all pointed toward the solution of problems posed by the new doctrine. This completed the mission of the unit, which was disbanded at the end of the year.

The USS Thetis Bay, the first of a series of ships designed or converted to serve as transports for helicopter landing teams under the new doctrine, was available to West Coast Fleet Marine



Force units and Marine Corps Test Unit No. 1 during much of the year. Several landing exercises made use of this ship, enabling techniques to be developed for the exploitation of the many important advantages which the new series of ships will offer.

A second Amphibious Training Critique was held at the Marine Corps Schools, Quantico, Virginia, toward the end of the fiscal year. All major amphibious exercises held during the year were analyzed. The lessons learned will be reflected in doctrinal and procedural changes during the coming year. Problems revealed by the analysis have been assigned to Fleet Marine Force units and to the Marine Corps Schools for solution.

The Marine Corps Development Center, a component of the Marine Corps Schools, continued to analyze reports from the field, to study tactics and techniques from both theoretical and practical viewpoints, and to convert the results of these efforts into recommended changes in doctrine and procedures.

#### Material

The most noteworthy items in the material development program are mentioned below, and reflect the scope of the program and the results achieved. The greater part of this development effort, although carried out under Marine Corps



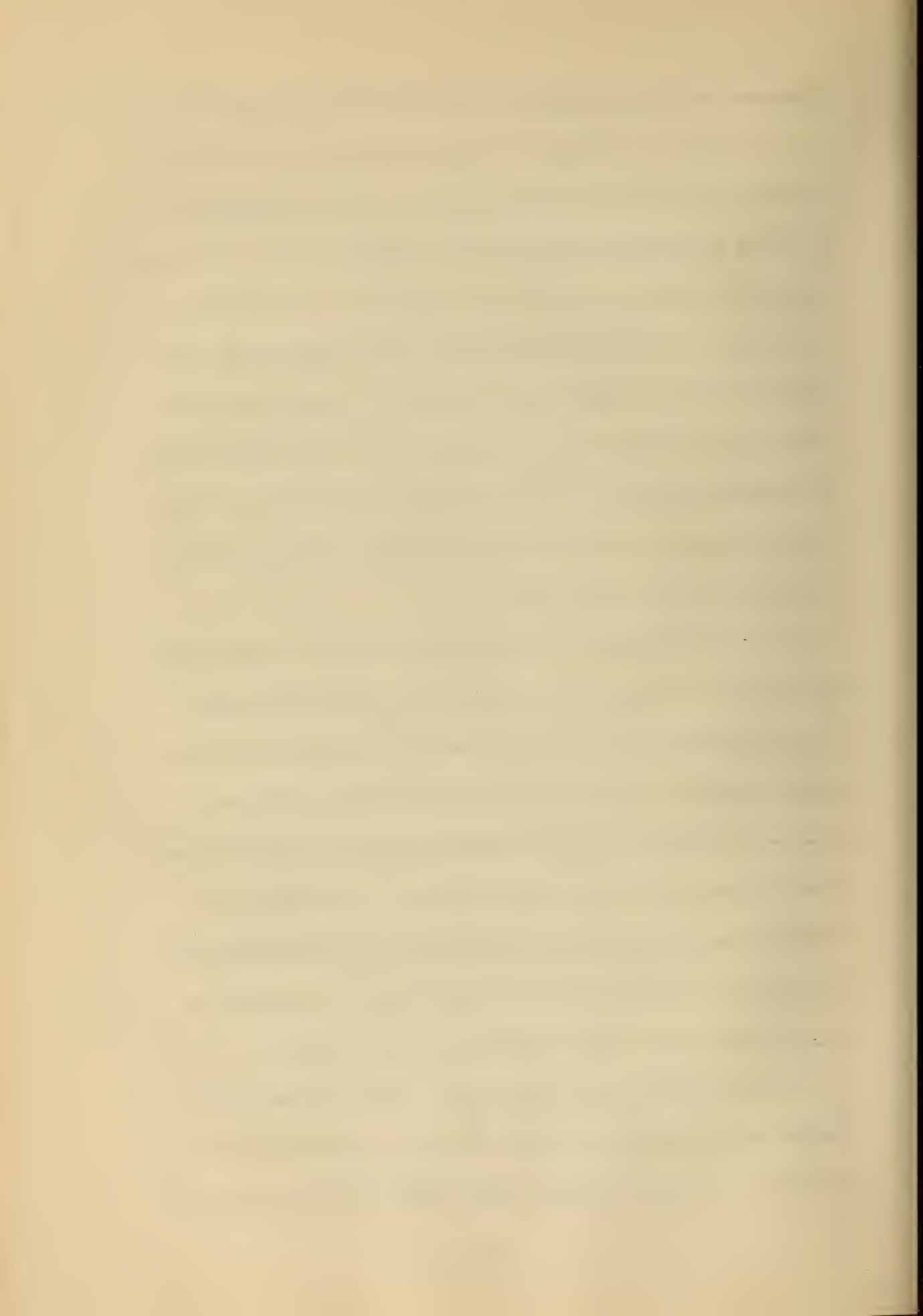


guidance, was accomplished by agencies external to the Corps.

Testing was completed during the year, and procurement initiated, on several important items of electronic equipment, including a man-pack radar for use by infantry units in detecting and locating enemy personnel and vehicles under all conditions of visibility, a mortar-locating radar set of improved performance and reduced weight, and a helicopter-transportable radar central which will provide accurate control of air support under all weather conditions. Testing was also completed on a lightweight air-search radar of advanced design, with procurement scheduled for the coming year.

The guided-missile field continued to grow in importance. Work on the development of a helicopter-transportable anti-aircraft missile system moved ahead in a new direction when it was decided to abandon efforts to join a Navy-developed air-to-air missile with Army-developed ground equipment, and to utilize the entire Army system instead. Modification of "Terrier" antiaircraft ground equipment to permit launching of new types of "Terrier" missiles, and to improve acquisition and tracking capabilities, was also carried forward.

For the direct support of ground combat forces, a joint project was established with the Army for the development of "Lacrosse", a field artillery guided missile which is expected



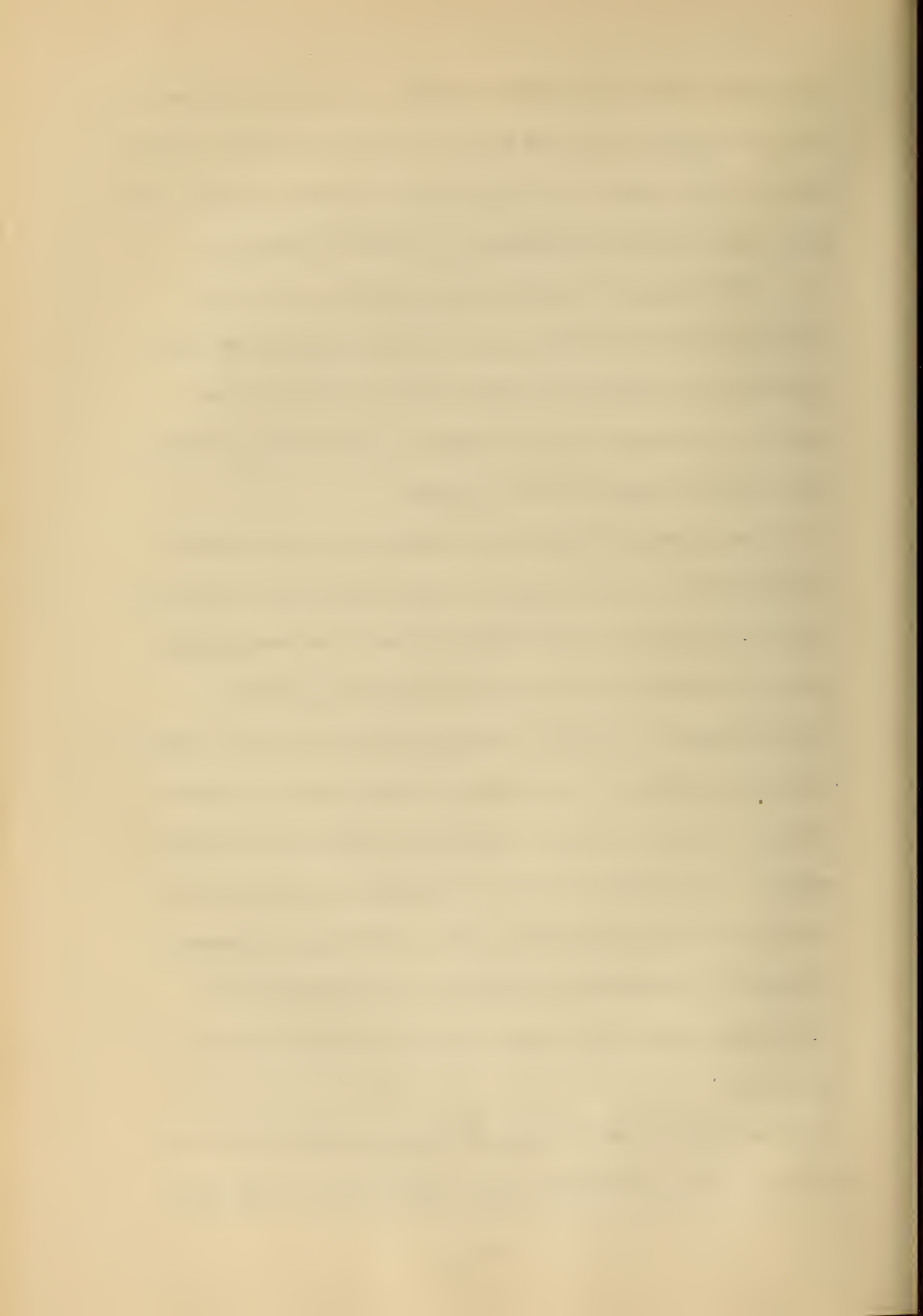


to possess great accuracy and lethality. It may be mentioned that the "Lacrosse" missile was first conceived in 1947, by the Marine Corps, and the initial development work was carried out under Marine Corps and Bureau of Ordnance sponsorship.

Improvements to unguided field artillery rockets also received attention during the year. The requirement for helicopter-transportability has been stressed in this program, as it has in consideration of a number of light artillery weapons whose potential value is being explored.

The criterion of helicopter-transportability has likewise been applied to the development of engineer and motor transport equipment, leading to lightweight equipment wherever possible, and to sectionalization of indispensable heavy equipment. Representative of the former category are light weapons carriers ("Mechanical Mules"). In the latter category are sectionalized crawler tractors, scrapers, and graders which are now being tested. Closely related to the sectionalization project is one to develop trucks with separable bodies. This offers prospects of helicopter-transportability in addition to the possibility of eliminating large single-purpose vehicles from the combat inventory.

Recognizing that in many operations, airlift by helicopter will have to be augmented by aerial drops from aircraft flying

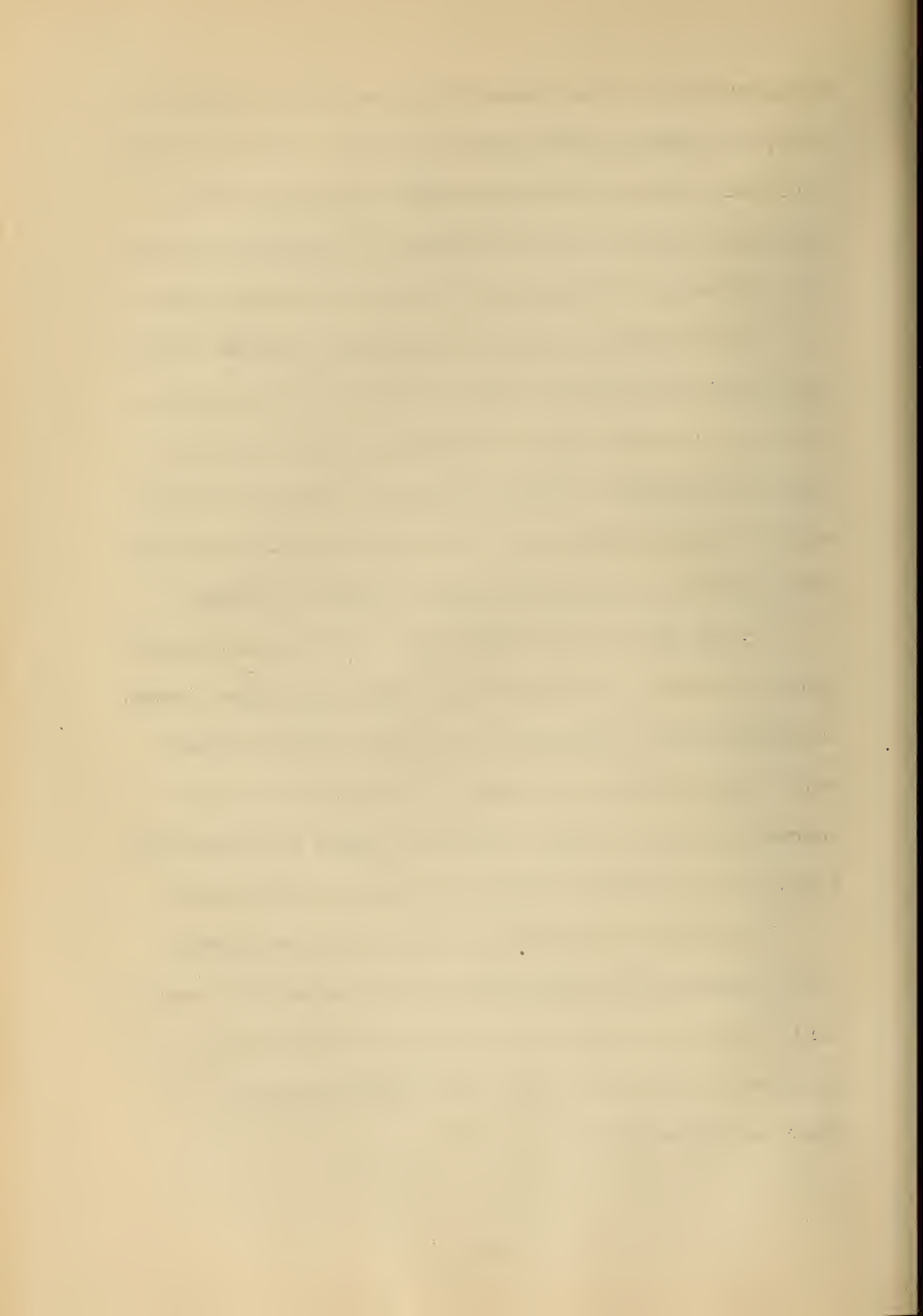


at high speeds at low altitudes, the Marine Corps has prosecuted a project to develop suitable drop-containers. During the course of the year, successful drops were made under the conditions envisaged, utilizing rotochute principles. A refinement program is now under way, in conjunction with other Government agencies.

One of the major problems confronting the Marine Corps in perfecting its new tactical doctrine is that of providing operating facilities for aircraft ashore in the objective area, early in an amphibious operation. This has given rise to several projects, mentioned in last year's report, for catapults and arresting gear which would greatly reduce the length of required airstrips.

Toward the end of the fiscal year, a developmental catapult proved successful in test launchings of attack and fighter aircraft. Development work will continue, to produce a lighter catapult which can be installed more rapidly. Pending the successful completion of this program, jet-assisted takeoff techniques offer a prospect of an interim solution, and are under development.

Five sets of a successful arresting device have already been delivered to Fleet Marine Force units, and a lighter equipment, easily broken down for air transportability, is under test. More than 100 successful stops have already been made, with attack and fighter aircraft.



Progress has also been made in developing surface materials for the short airstrips which will still be needed with catapult and arresting gear. A solution to this problem, although not yet achieved, is clearly in sight.



## SECTION VIII - MANAGEMENT IMPROVEMENT PROGRAM

### General

The Management Improvement Program in the Marine Corps is a command tool for enhancing the combat capabilities of the Corps, and for aiding commanders in achieving the goal of maximum utilization of all resources. To this end, management improvement techniques are treated as integral functions of all fields rather than a separate field of endeavor.

Although the formal implementation of the program has been accomplished principally by the supporting establishment, the techniques have also been applied extensively in the operating forces to improve administrative and logistic performance. The concentration of the formal effort in the supporting establishment is based on the premise that increased effectiveness in the supporting establishment is automatically transmitted to the operating forces in the form of more efficient support.

### Data Processing

Fiscal Year 1957 was a year of outstanding significance in the relatively new management area of data processing.



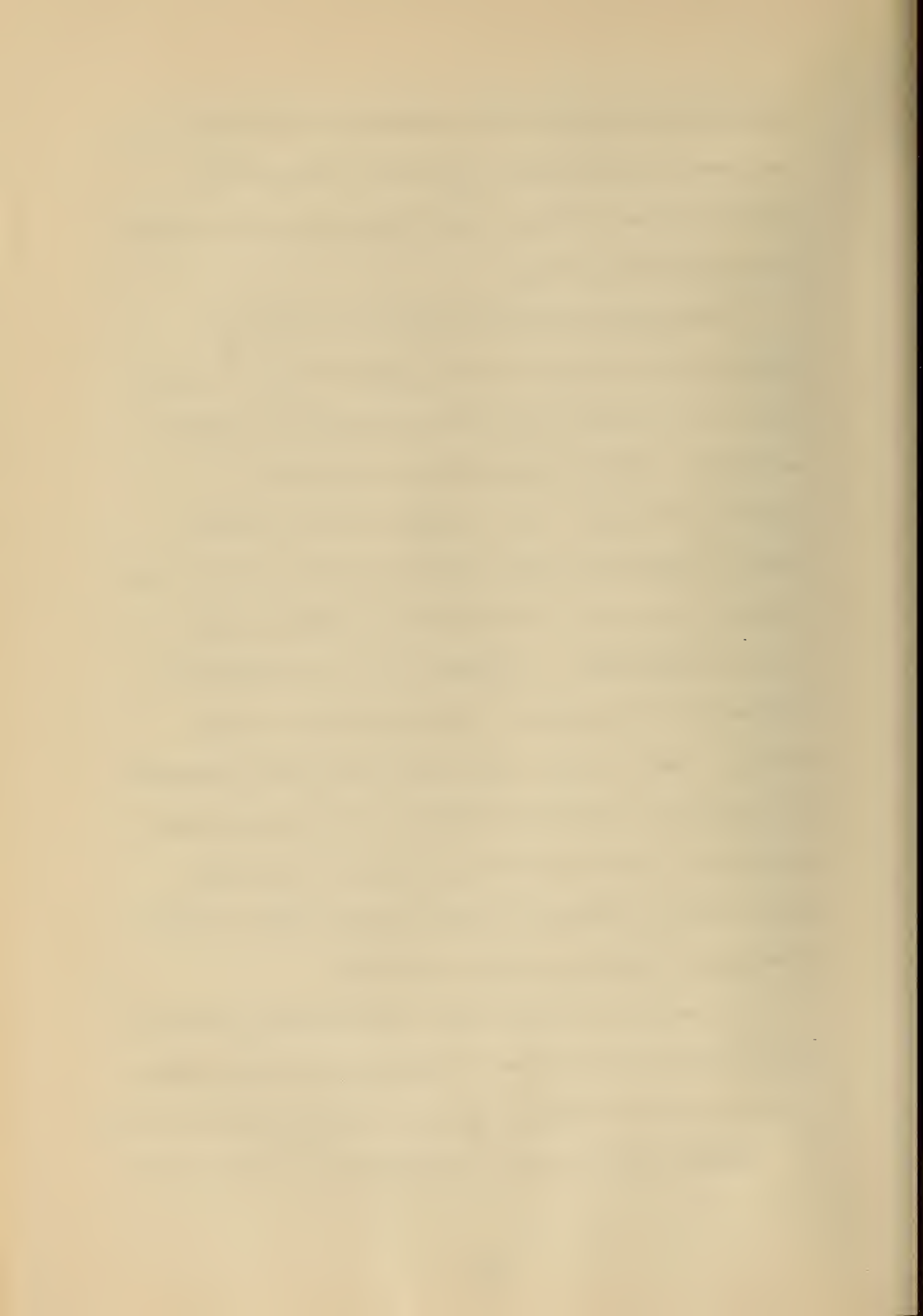


The Data Requirements Board, established in 1955 and mentioned at length in last year's report, continued its detailed analyses of Marine Corps data systems and submitted six studies during the year.

Two of these studies will have profound effect on Marine Corps operations for many years to come. In August 1956, the Commandant approved a new concept for inventory management utilizing high speed data transmission and electronic computers. By the middle of 1958, computers will be in operation at supply centers at Albany, Georgia, and Barstow, California, and at the Supply Inventory Control Point in Philadelphia. In February 1957, the Commandant approved the modernization of the personnel accounting system. Under this plan, three more medium-size computers, with transceiver networks tying them to satellite punch-card installations, will be established. From these two major data-processing systems the Marine Corps expects to realize substantial savings and increased efficiency.

The Data Requirements Board also submitted important recommendations in the areas of military pay systems, budget estimating, cost accounting, and fiscal and disbursing operations.

Actions now under way to implement the recommendations

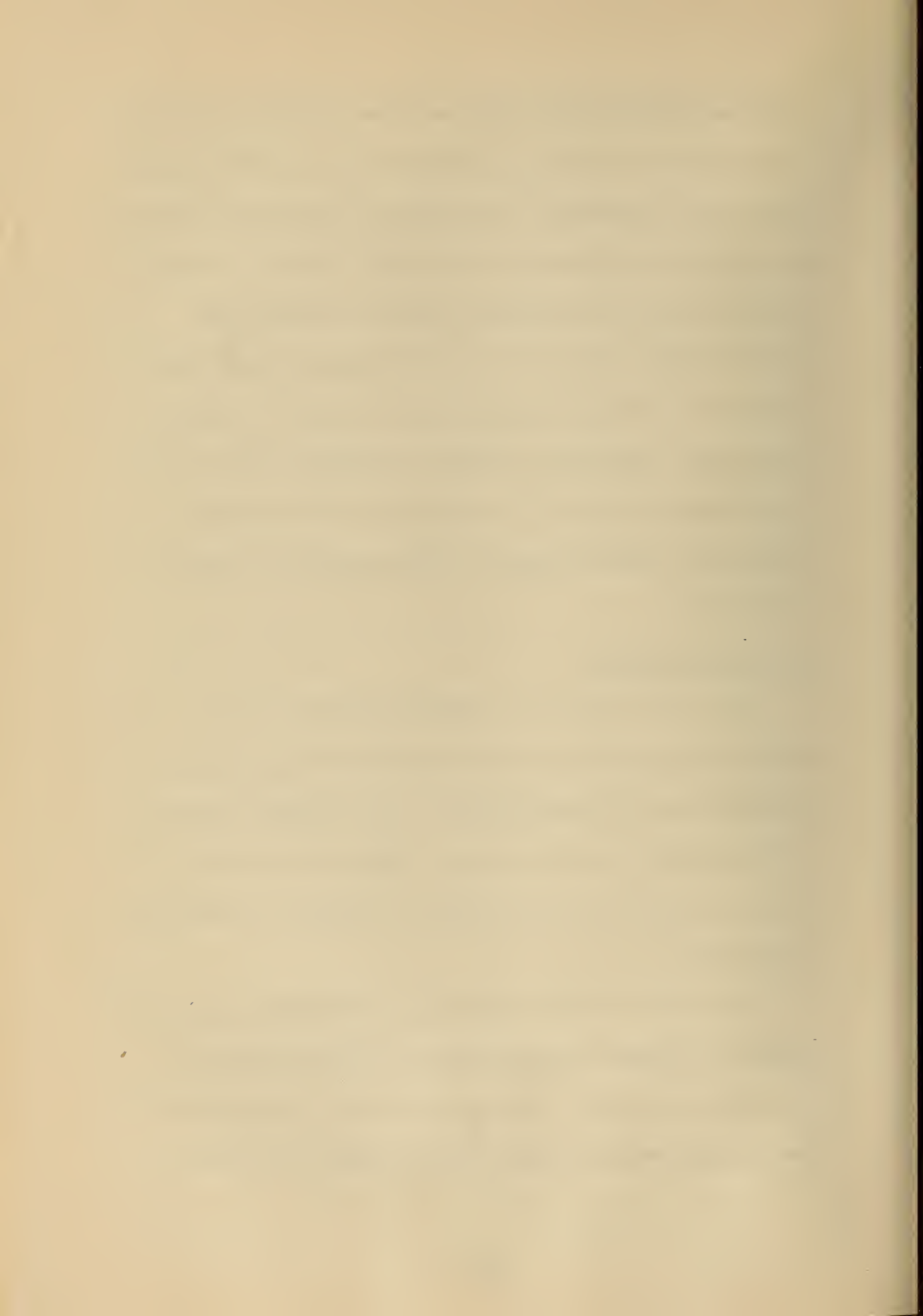


of the Data Requirements Board and other studies in the field of data processing include the establishment of the first of eight punch-card installations to be assigned to reserve and recruitment district headquarters, development of plans for mobile machine-records installations for Marine combat forces, experimentation with new punch-card equipment specifically designed for low-volume applications, the use of the Marine Corps's first transceiver equipment, operating as part of the single-manager system for clothing and textiles, and the conversion of several manual procedure systems to punch-card methods.

### The Directive System

Since the inception of the Marine Corps Directive System, the Corps has reviewed and reissued all previous directives that remained effective. This screening resulted in the cancellation of 210 directives. Many consolidations were also effected, further reducing the number of directives in the system.

To achieve a stricter need-to-know distribution, the number of possible distribution lists for directives was increased from 7 to 70. Through this action, commands will receive only those directives which are applicable to them.



This action also reduced the reproduction load. Under the previous system, a minimum of 3500 copies of each directive had to be reproduced. Under the new arrangement, as few as 50 copies will often suffice. Additional savings are realized by preparing directives on oversize paper, with subsequent size reduction in reproduction. Approximately 25% of paper costs are saved by so doing.

#### Paperwork Management

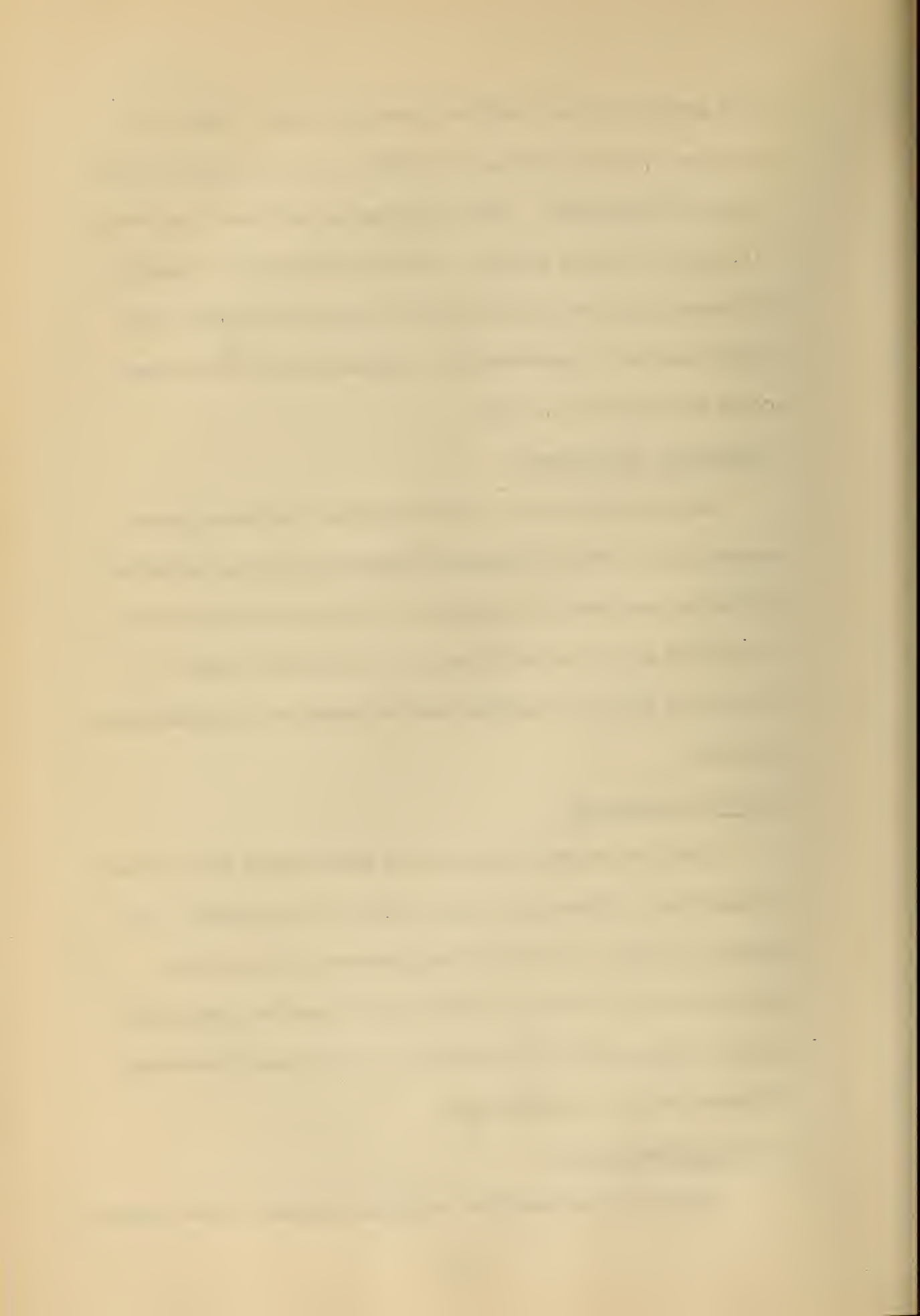
Major Marine Corps field activities with management engineering offices participated aggressively in this program during the past year, in response to Marine Corps directives. Other field activities participated on a voluntary basis. A substantial degree of success was achieved by all participating activities.

#### Forms Management

Fourteen major field activities participated in the forms management program on a formal and continuing basis, with excellent results. Action at Headquarters level achieved elimination of 278 forms, revision of 97, standardization of 98, and consolidation of 261 into 25. The monetary saving is estimated at more than \$300,000.

#### Records Management

The records-disposition and filing-cabinet review programs





continued to provide an effective means of reducing the retention of non-essential papers.

During the year, Marine Corps Headquarters transferred 5176 cubic feet of records to records centers. This action made available for re-use filing equipment with an estimated value of \$36,201, occupying 5738 square feet of floor space. During the same period, authorizations were granted for the destruction of 1513 cubic feet of records stored in the Naval Records Management Center at Alexandria, Virginia.

The review of requisitions for filing cabinets, filing safes, and micro-film equipment resulted in an estimated saving of \$5661. This program also allowed 60 five-drawer filing cabinets to be released to the Bureau of Supplies and Accounts.

#### Reports Management

Nine major field activities maintained reports management programs during the year. Thirty-eight field activities participated in the review of recurring reports, and submitted 126 recommendations. An estimated annual saving of 12,000 man-hours was realized as a result of these efforts. Reviews at Headquarters level resulted in an estimated annual saving of 22,850 man-hours.





## Beneficial Suggestion Program

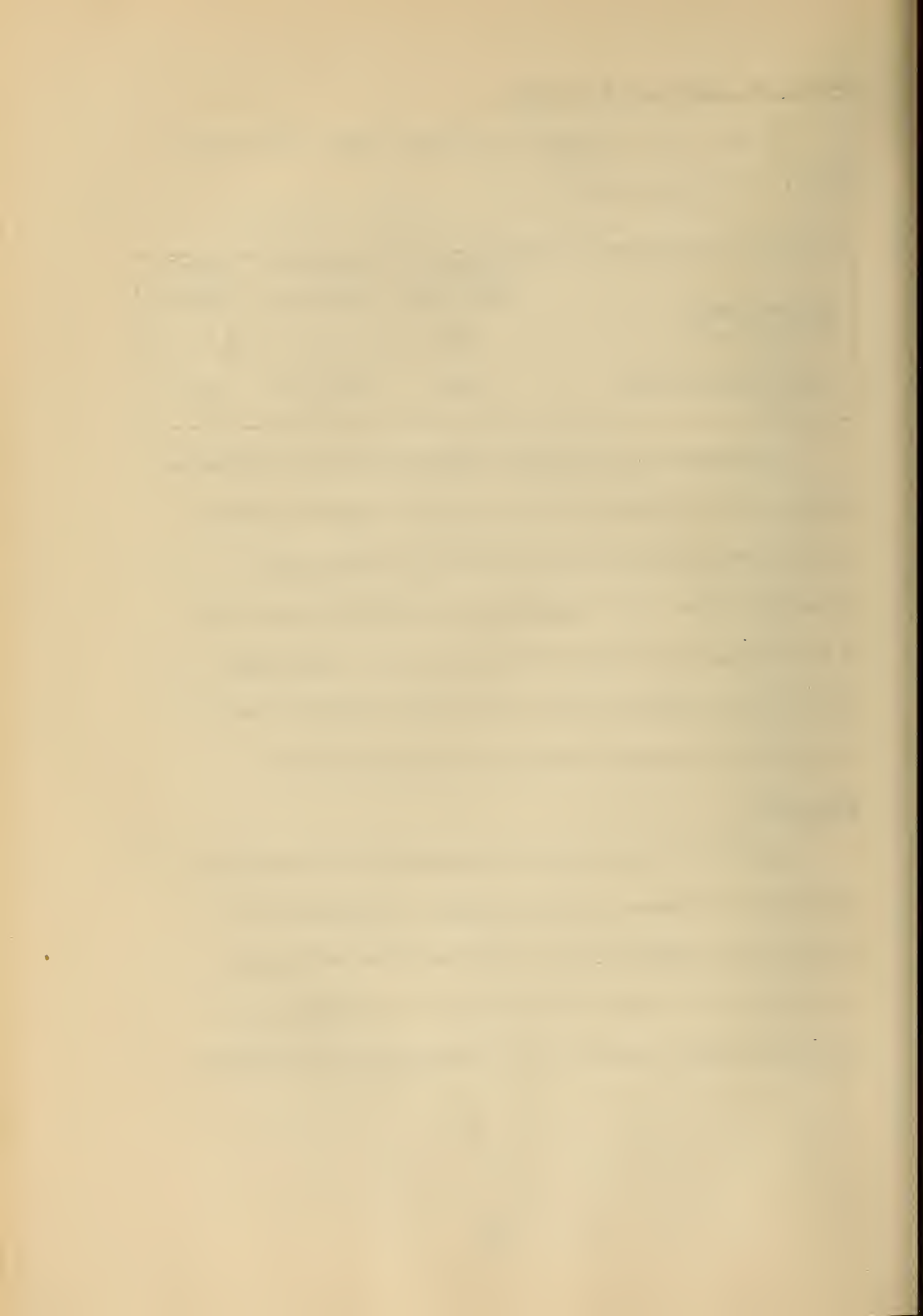
Results of this program for Calendar Year 1956 are set forth in the following table.

	<u>Number of Suggestions</u>	<u>Estimated Savings</u>	<u>Awards Granted</u>
Marine Corps Headquarters . . . . .	205	\$ 23,872	\$ 1,338
Total Marine Corps . . . . .	1,527	395,844	19,856

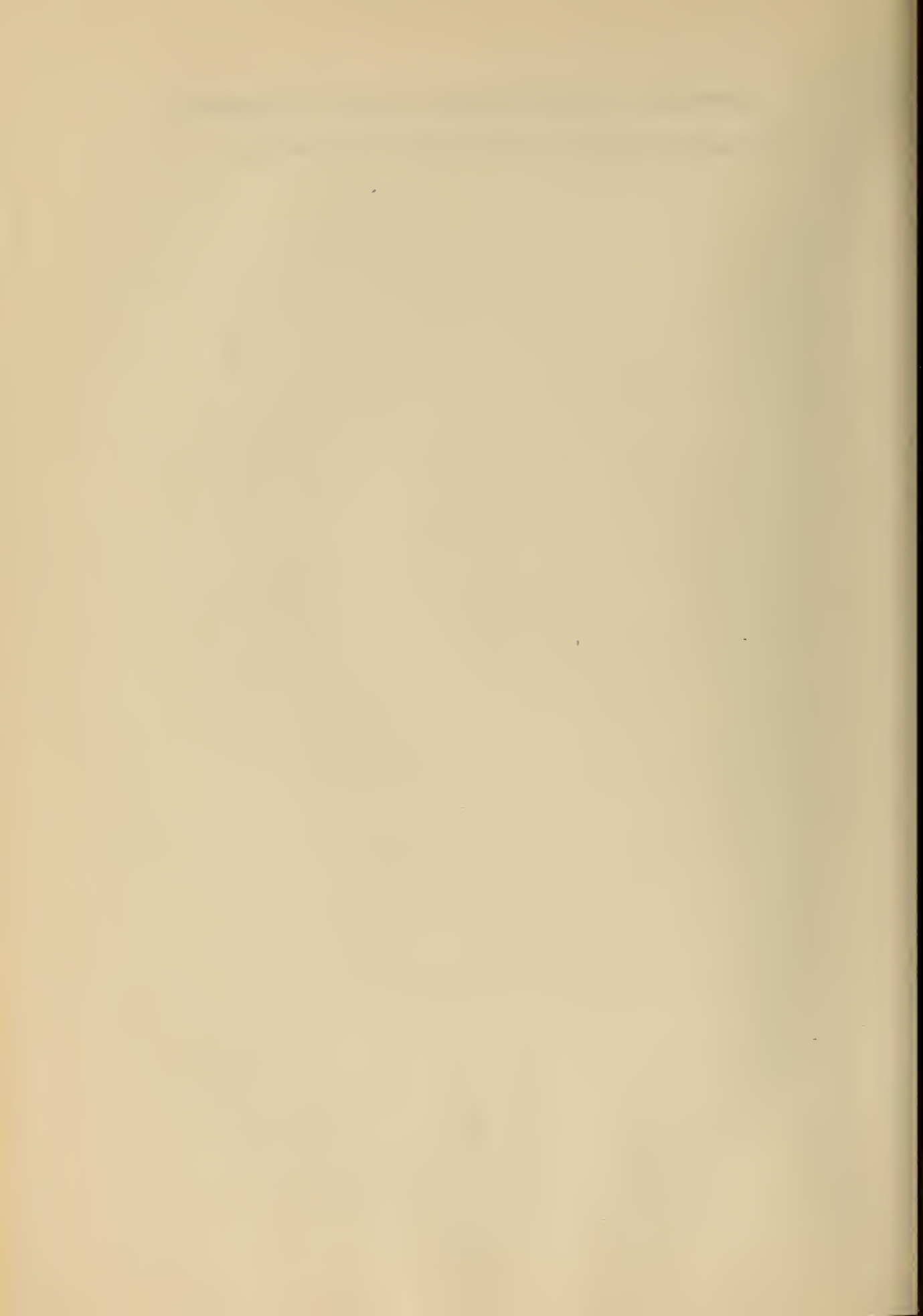
The Marine Corps Supply Forwarding Annex at Portsmouth, Virginia, won the Marine Corps Beneficial Suggestion Participation Award during Fiscal Year 1957 for the second consecutive time, and a suggestion received and acted upon at the Marine Corps Supply Center at Barstow, California, won special recognition at the 20th Anniversary Conference of the Society of Personnel Administration in June 1957.

## Examples

Appendix 1 contains selected examples of management improvement reported by field activities and elements of Marine Corps Headquarters. These have been selected as representative of a broad cross-section of techniques and activities, without stress on the monetary savings achieved.



Appendix 2 contains examples of future management improvement projects presently under consideration.



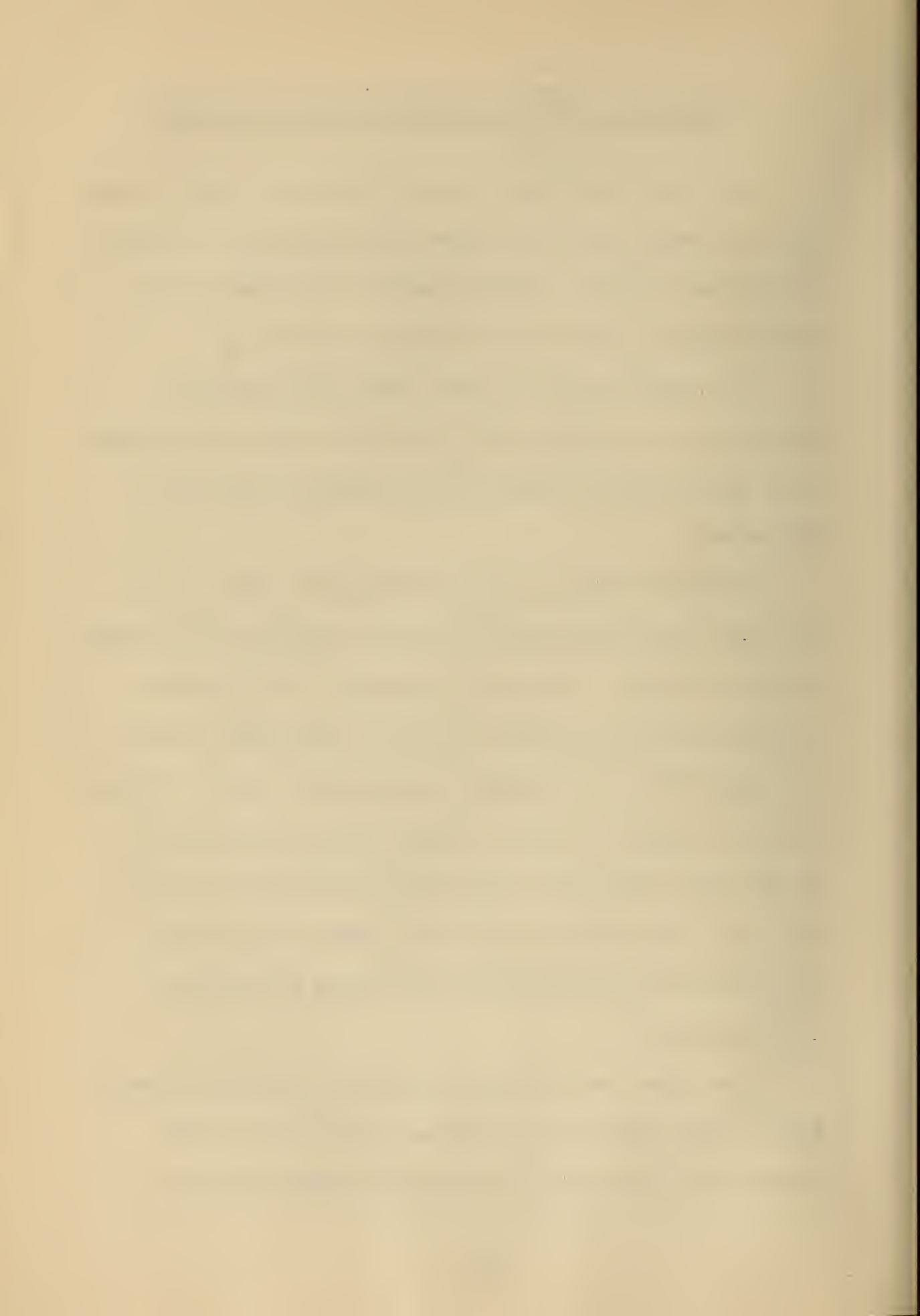
## SECTION IX - FISCAL ADMINISTRATION PROGRAM

Execution of the Fiscal Year 1957 budget was closer to plan than in the past because of an improved program basis and closer supervision of obligation rates by Marine Corps Headquarters, made possible by improved accounting procedures.

The budget process for Fiscal Year 1957 resulted in a total obligational authority of \$1,009,720,000 being made available to the Marine Corps for supporting the program objectives of this period.

The appropriation for Military Personnel, Marine Corps, for Fiscal Year 1957 was \$647,100,000, to support an end strength of 205,735 Marines. However, in November 1956 the Marine Corps was directed to reduce to 200,000 by December 1956 and to maintain that level throughout the remainder of the year. This reduction resulted in a saving of approximately \$13,000,000. An additional unobligated balance of approximately \$9,000,000 will result from lower grade distribution than anticipated and other factors that are below the costs forecast in the appropriation estimate.

The Fiscal Year 1957 appropriation for Reserve Personnel, Marine Corps was \$26,800,000 for an end strength of 60,000 drill-pay reservists and for training 3,135 officer candidates.

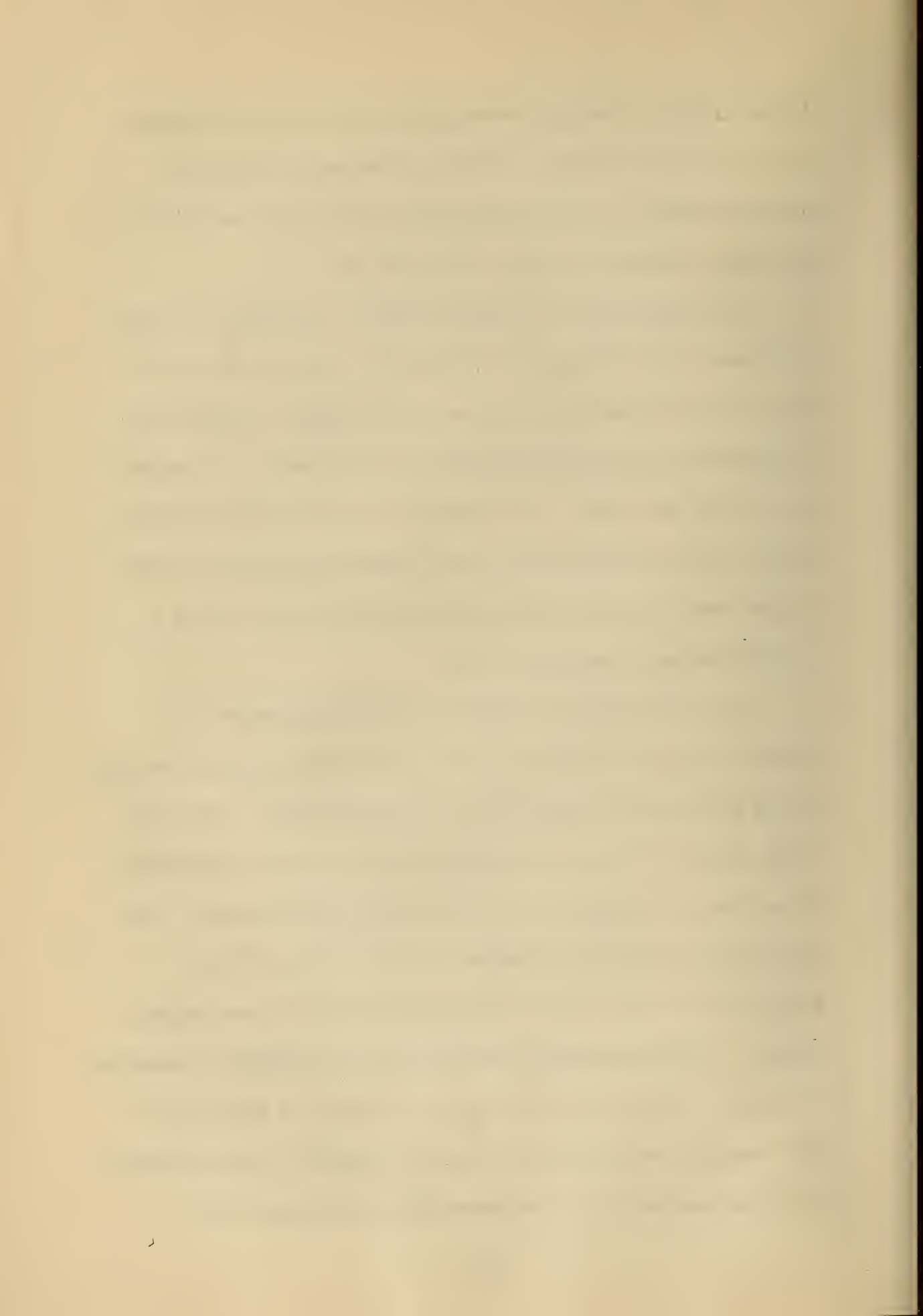


Actual drill-pay strengths were much lower than those budgeted for, with an end strength of 47,045. The large differences between budgeted strength and actual strength will result in an estimated unobligated balance of \$5,000,000.

The appropriation for Marine Corps Troops and Facilities for Fiscal Year 1957 was \$171,820,000. However, \$8,000,000 was not apportioned by the Bureau of the Budget, in expectation of increased economy and efficiency to be achieved. In contrast with Fiscal Year 1956, the obligation rate for this appropriation for the first ten months of the fiscal year was such that no difficulties were encountered in the last two months as a result of the 20% limitation imposed by law.

The appropriation for Marine Corps Procurement for Fiscal Year 1957 was \$164,000,000. In addition, reprogramming during the year made available some \$60,000,000. The major single source of these reprogrammed funds was the cancellation of the plan for acquisition of LVTP-6 amphibian tractors. The total amount in the appropriation for Fiscal Year 1957 was \$479,000,000 of which approximately \$263,000,000 was apportioned. An estimated \$225,500,000 has been obligated, committed, or allotted. The balance to be carried forward to Fiscal Year 1958 consists of a substantial portion of formally committed funds and funds available for immediate citation throughout the



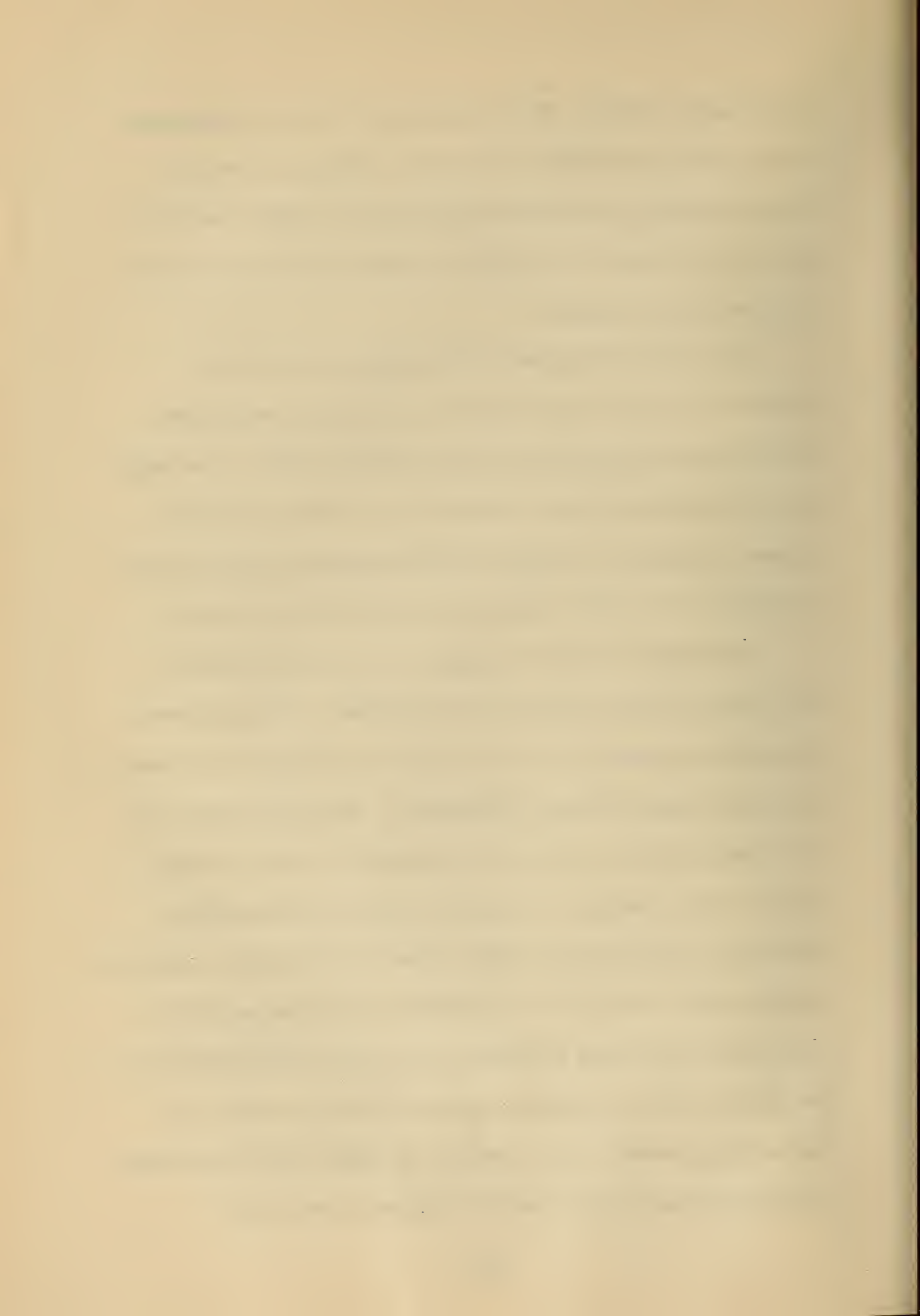




procurement process. This availability of funds in subsequent years provides the means whereby the orderly procession of steps required by law can be taken and at the same time items of equipment needed by the Marine Corps to fulfill its assigned missions can be acquired.

Economical attainment of the goals set forth in the program objectives required effective fiscal procedures and efficient fiscal organizations at all command levels. Continuing review of procedures and performance provided information needed to evaluate the balance between program objectives and to determine the effectiveness of the overall fiscal program.

Throughout the year a program for the improvement of the fiscal personnel situation was conducted. A Comptrollers' Conference attended by the comptrollers of all major commands was held at Marine Corps Headquarters. This conference was of five days duration, during which time the present and anticipated future problems of comptrollership were discussed. Solutions to these problems were either put forth at the conference or taken under consideration by Marine Corps Headquarters. To further indoctrinate personnel in the fiscal administration of the Marine Corps, seminars attended by fiscal, supply, and disbursing personnel were conducted at Camp Lejeune and Camp Pendleton for all Marine Corps activities in each area.

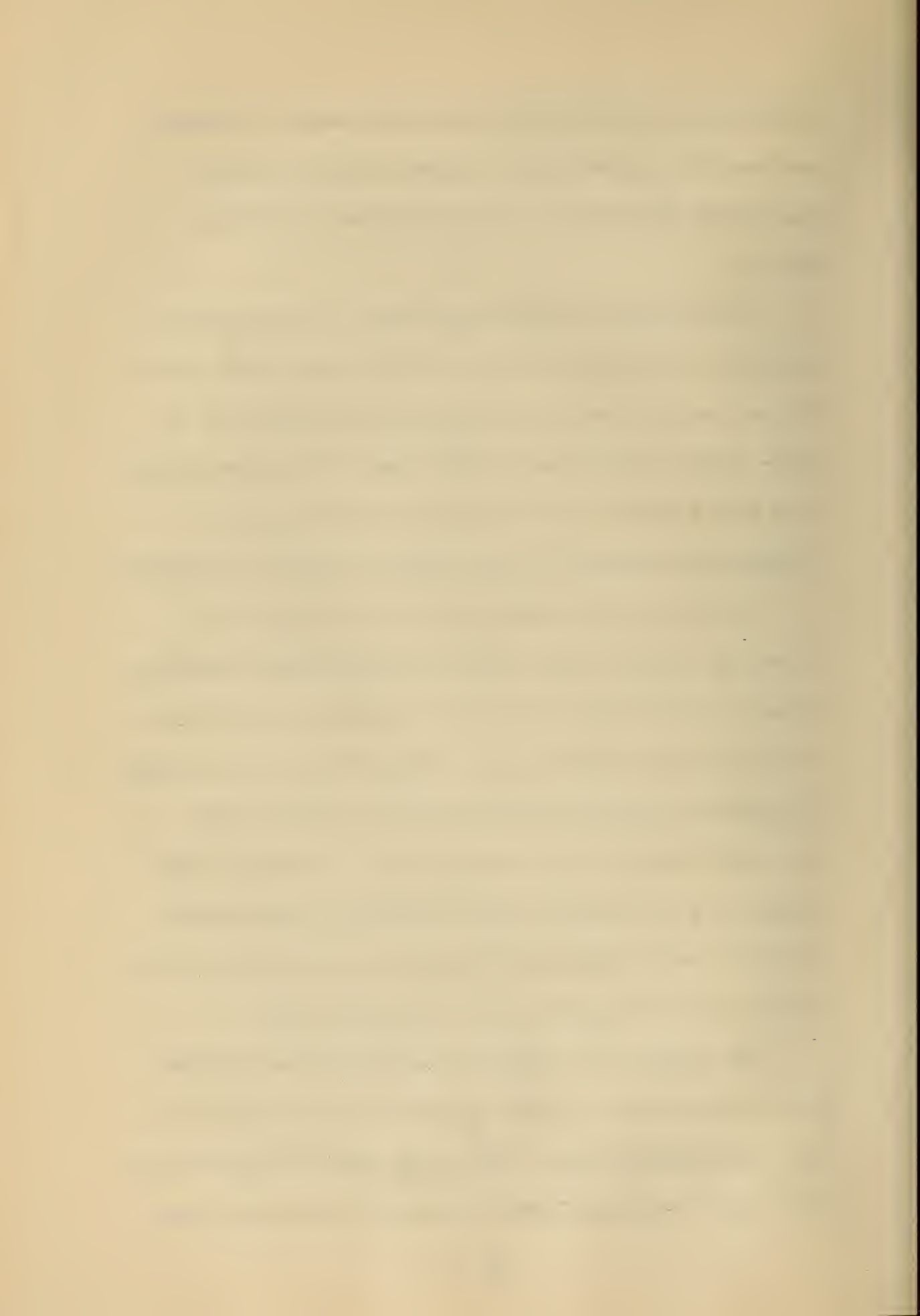


Additional training measures included attendance by selected personnel at comptrollership, business management, and management engineering courses at civilian and military schools.

The last half of the fiscal year was a period of intensive planning for the implementation of a revised accounting system for fund resources which was directed by high authority. In order to tailor this system to fit the needs of the Marine Corps, much time and effort were devoted to the development of modifications necessary to insure efficient financial management.

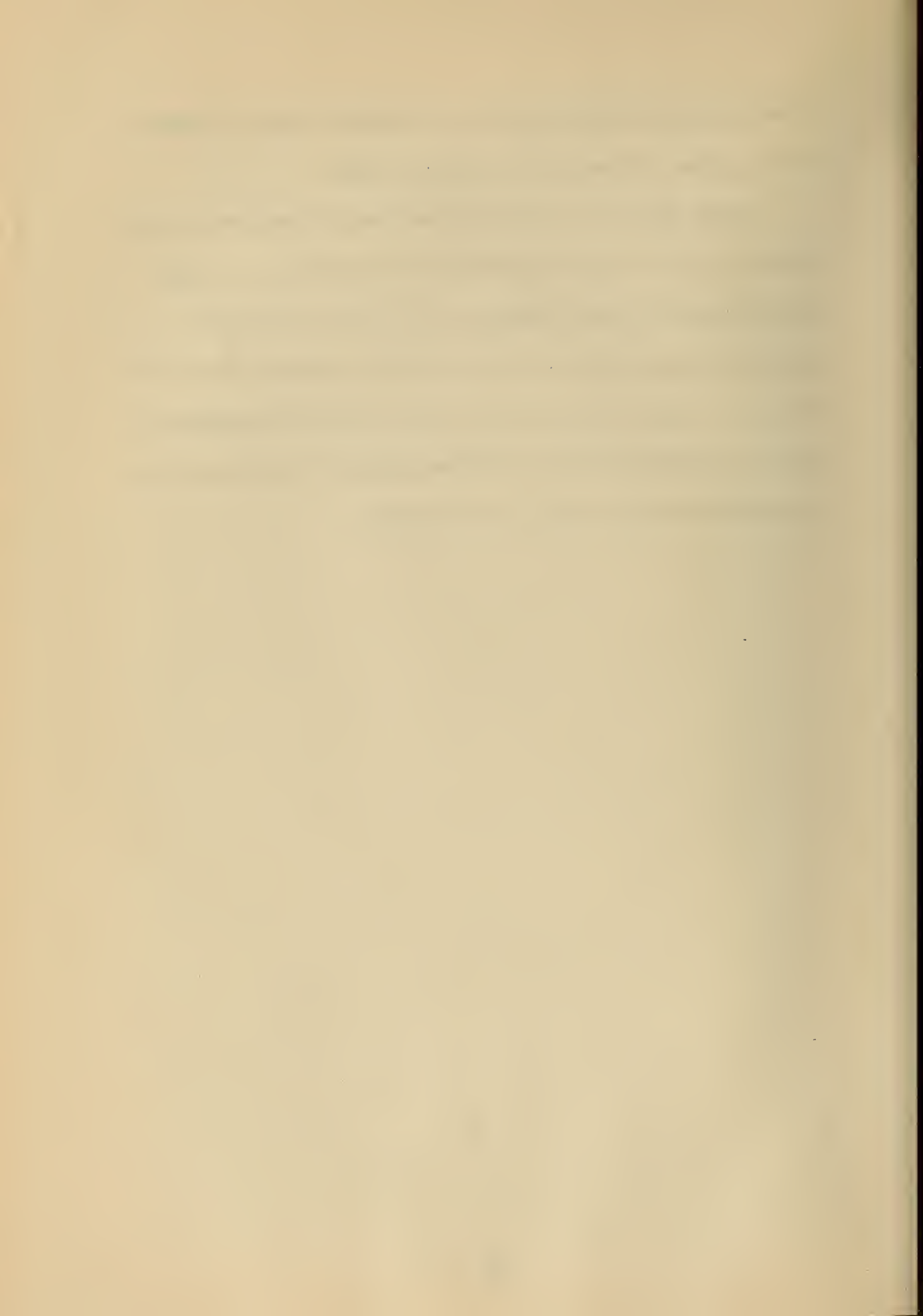
One of the major changes planned as a result of the increasing workload brought about by the increasing complexity of the accounting system required by law will be in the method of funding certain minor stations. These stations will no longer be granted a separate allotment, but will be funded by one allotment at Marine Corps Headquarters. The result of this change will be a reduction in effort required to keep detailed accounts at each of the stations without a corresponding loss of essential cost and budgeting data or financial control.

The change in the method of funding minor stations was also influenced by the anticipated advent of accrual accounting into government business. This brought about the limited introduction into the Marine Corps appropriation accounting system



of newly developed equipment in an attempt to ease the impact of future system refinements and improvements.

Conferences were held and directives issued for the implementation of the revised appropriation accounting and budget procedures in the field beginning 1 July 1957, and funding methods and processes have been revised at Headquarters level along lines which are calculated to best serve the management needs of the Marine Corps within the funding policy framework established by the Comptroller of the Navy.





## SECTION X - INFORMATIONAL SERVICES PROGRAM

The Marine Corps informational services program continued during Fiscal Year 1957 with the three-fold purpose of keeping the public informed of the Corps's mission, organization, and activities, informing active duty Marines of happenings within the Corps, and supporting the personnel procurement program. Major emphasis during the past year was placed on publicizing the Marine Corps's readiness role and its development of the tactical doctrine of vertical envelopment in amphibious warfare.

Approximately 825,000 home-town news stories, photographs, mats, and tape-recorded interviews about Marines were distributed during the year, an increase of 4% over the previous year. The Marine Corps also participated in the Armed Forces High School News Service (HSNS) project, providing material for the "HSNS Clip Sheet" and the "High School Report". These two publications were distributed to 732 schools, eight Government agencies, and 111 military installations during Fiscal Year 1957, the pilot year. During the coming year, the Marine Corps will furnish an associate editor for the project.

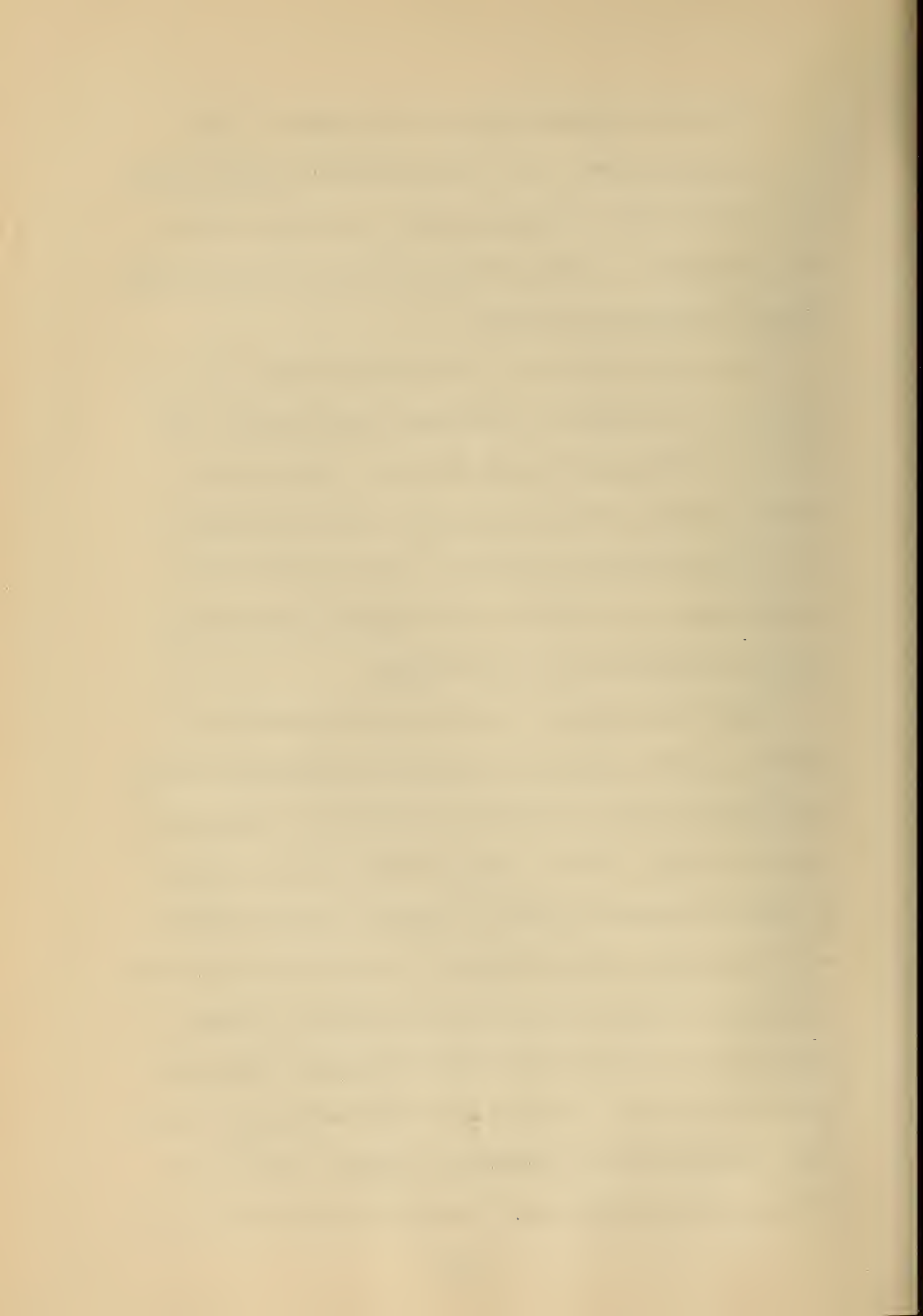




News media showed great interest in Marine recruit training during the year. This was reflected in a large number of newspaper stories, magazine articles, and radio and television programs, for which the Marine Corps provided material and gave assistance as requested.

In the field of audio and visual communications, extensive assistance was furnished to commercial motion-picture, television, and radio directors and producers. Through such motion pictures as "Heaven Knows, Mr. Allison" and "The D. I. ", and such network programs as "Wide, Wide World", "Kraft Theater", and "Monitor", the Marine Corps was kept before the attention of millions of citizens.

The Corps continued to utilize musical presentations, parades, exhibits, and demonstrations at suitable public events throughout the Nation to dramatize its traditions, training, and combat readiness. Visits to Marine Corps posts and stations by leaders in business, industry, education, and Government were encouraged. Demonstrations of new tactical doctrine were conducted at the Marine Corps Schools, Quantico, Virginia, prior to each of the two Joint Civilian Orientation Conferences held during the year. A total of 800 civilian and military leaders were acquainted with the capabilities of Marine combat forces through these demonstrations. Groups of civilians from various



communities visited other posts and stations in large numbers, those visiting the Marine Corps Recruit Depot at Parris Island totalling several thousand.

Senior officers of the Corps participated in numerous public events throughout the Country in the course of the year. More than 140 speaking engagements were included in these appearances.



## APPENDIX 1

### EXAMPLES OF MANAGEMENT IMPROVEMENT

#### Work Measurement

Development and application of performance standards to the automotive maintenance shops of the Organic Motor Transport Branch of the Marine Corps Supply Center, Barstow, California, resulted in a marked increase in efficiency. From November 1955 to October 1956, job time decreased from 51.9% above standard time to 4.3% below standard time.

#### Supply Accounting

In the area of organic supply and centralized clothing accounting, 76 accounts were consolidated into five. Coincident with this consolidation, requirements were eliminated for monthly submission of financial statements on 74 accounts.

#### Stock Relocation

Relocation of Motor Transport stock at the Marine Corps Base, Camp Lejeune, North Carolina, greatly reduced distances travelled by personnel and material-handling equipment.

Relocation of General Supply stock to bring it into proximity with Motor Transport stock made 83,000 square feet of warehouse space available for other purposes.

# 1890

January 1st - New Year's Day

February 1st - Valentine's Day

March 1st - St. Patrick's Day

April 1st - Good Friday

May 1st - Mother's Day

June 1st - Father's Day

July 1st - Independence Day

August 1st - Labor Day

September 1st - National Day

October 1st - Halloween

November 1st - Thanksgiving

December 1st - Christmas

### Consolidation of Voucher Examination Units

In the Supply Department at Marine Corps Headquarters, merging of the Voucher Examination Unit of the Household Goods Section with the Examination Unit of the Freight Section reduced file requirements and duplication of effort.

### Elimination of Disbursing Offices

Action was initiated to eliminate all Marine disbursing offices at stations where Navy disbursing activities can satisfactorily perform the required service.

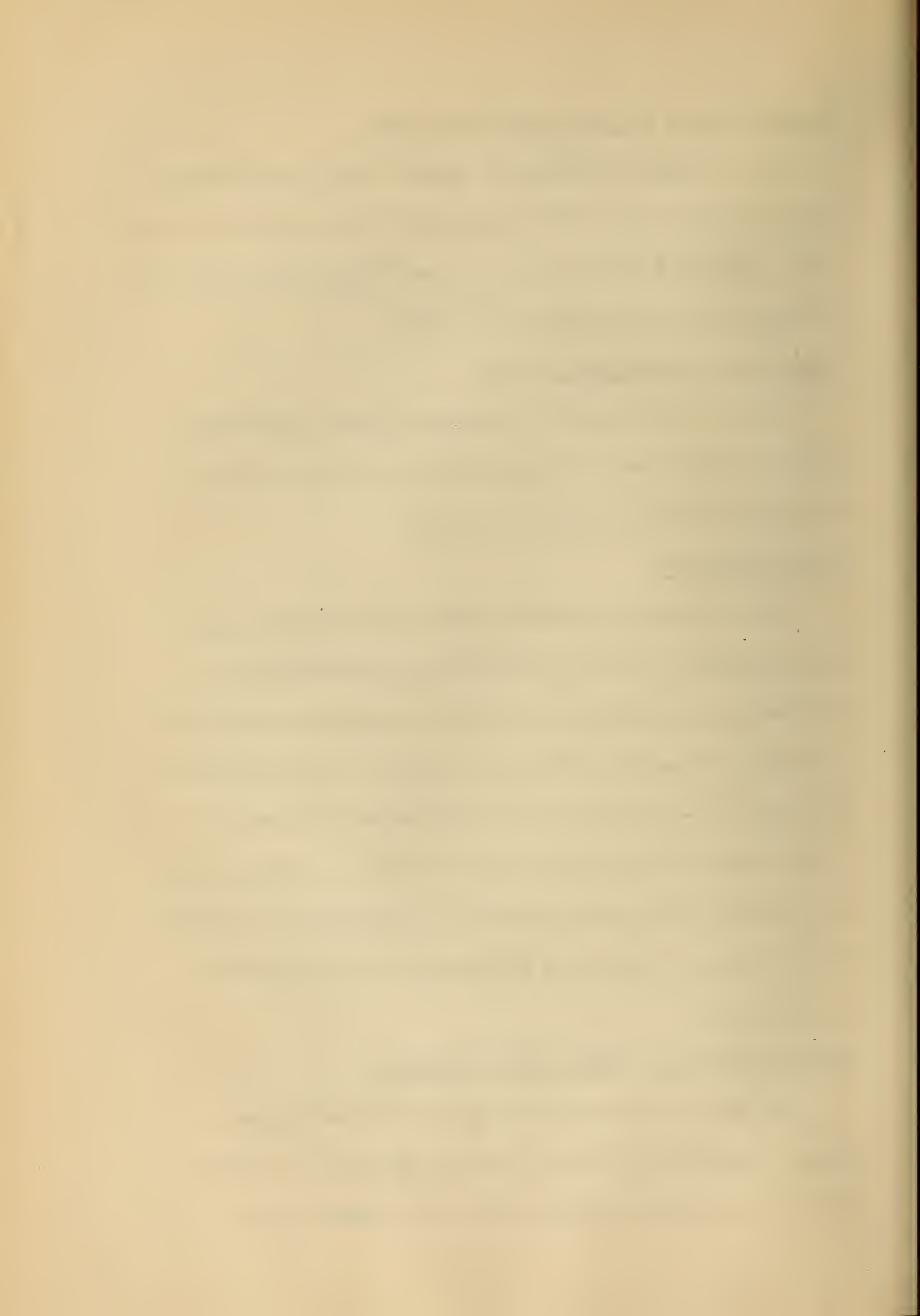
### Forms Reduction

At the Industrial Relations Office, Marine Corps Base, Camp Pendleton, a form letter used for acknowledgment of resignations was eliminated by overprinting an acknowledgment on Standard Form 52, which is then used as a check-out sheet. A certification-of-arrest record was eliminated by use of a rubber stamp overprint on Standard Form 57. A vacancy card and a check-in sheet were eliminated by requiring each section having a vacancy to submit a Standard Form 52 specifying the action required.

### Reduction of Time to Obtain Safety Glasses

An optometrist was assigned to the Station Hospital, Marine Corps Supply Center, Barstow, California, reducing the time lost in obtaining prescriptions for safety glasses.







In a five months period this saved \$6, 583 in travel costs, \$3, 022 in man-hours, and \$16, 830 in optometrist fees. The annual saving will approximate \$40, 000.

#### Vehicle Registration

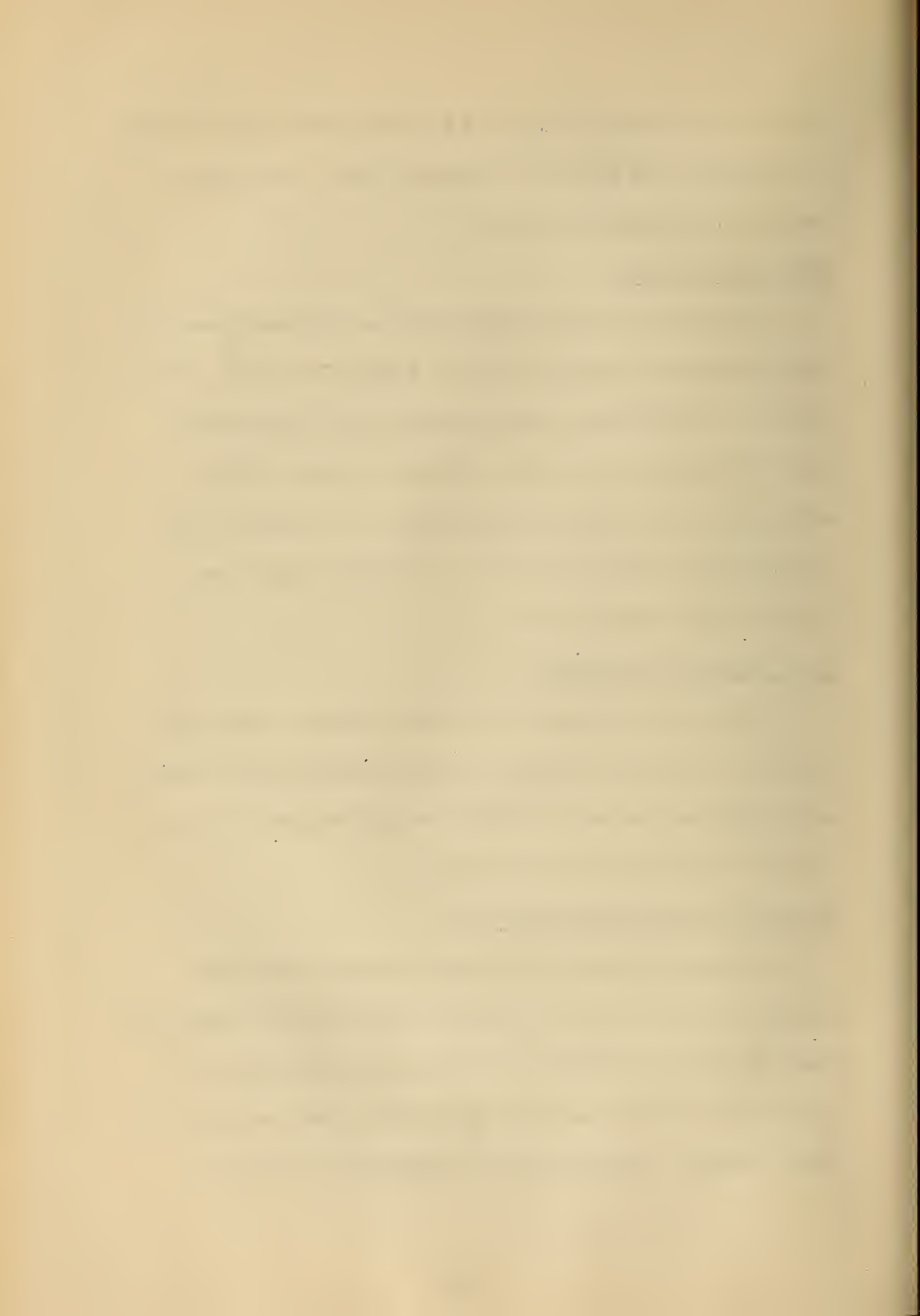
The effectiveness of traffic control and criminal investigation at the Provost Marshal's Office, Marine Corps Base, Camp Lejeune, North Carolina, was increased by the application of electrical accounting machine techniques to motor vehicles registration data, allowing complete data to be obtained on an automobile or a registered owner with minimum effort and minimum source information.

#### Fire Company Consolidation

At the Marine Corps Recruit Depot, Parris Island, South Carolina, consolidation of fire companies eliminated one station and reduced the number of civilian firemen from 46 to 40. An annual saving of \$29, 000 is estimated.

#### Revised Marksmanship Competition

Changes were made in the marksmanship competition program to reduce costs by holding the Marine Corps Matches at Camp Matthews, San Diego, California, with teams from the East and West Coasts and the Pacific Ocean Area meeting at this central location. Expense was also reduced by scheduling a



division match in the Hawaiian area, eliminating transportation to the continental United States for Pacific Area competitors failing to qualify at that match. Qualification and training for the National Matches will be conducted at Camp Matthews after the Marine Corps Matches, resulting in further reduction of travel costs.



## APPENDIX 2

### EXAMPLES OF FUTURE MANAGEMENT IMPROVEMENT PROJECTS

#### Reserve Pay Procedure

A new and more efficient procedure has been developed for the payment of organized reservists while on active duty for training. After pilot tests during the summer of calendar year 1957, it will be adopted for general use.

#### Stock Fund for Commissaries

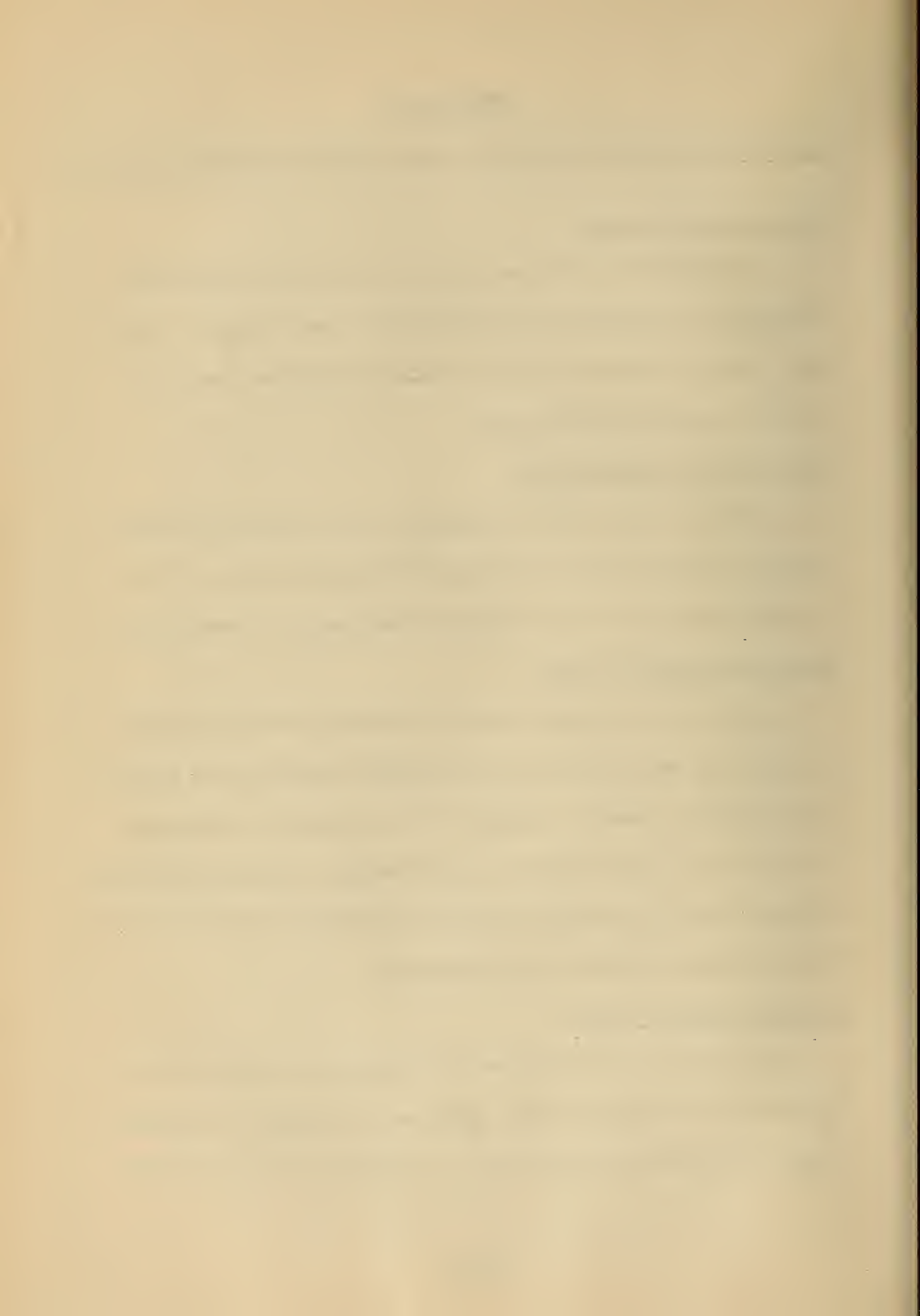
Effective 1 July 1957, all Marine Corps commissary stores are being incorporated into the Marine Corps Stock Fund. This is expected to provide more effective management of these stores.

#### Self-Service Supply Concept

A self-service supply concept, which has proved successful in simplifying and expediting routine supply functions at the Marine Corps Schools, Quantico, Virginia, will be extended to the Marine Corps Bases at Camp Lejeune, North Carolina, and Camp Pendleton, California, and to the Marine Corps Recruit Depots at Parris Island, South Carolina, and San Diego, California.

#### Full-time Inventory Crew

The projected establishment of a full-time inventory crew at the Marine Corps Supply Center, Barstow, California, is expected to save 35,000 man-hours per year, a monetary saving of \$78,000.



### Motion and Time-Study Course

A motion and time-study course will be conducted during September and October 1957 for 25 personnel of the Marine Corps Supply Forwarding Annex, San Francisco, California. This course will be tailored to the practical needs of first-line supervisors, and is expected to result in substantial improvement in manpower utilization and control, production scheduling, and cost accounting.

### Combat Casualty Reporting

A study is in progress to devise a uniform combat-casualty reporting system which will meet the needs of the Marine Corps under anticipated conditions of nuclear warfare. The system will provide Marine Corps Headquarters and the Bureau of Medicine and Surgery with information needed for administrative purposes, as well as providing field commanders with information vital to tactical and logistical planning. It will be adaptable to either manual or electrical accounting methods, and will greatly reduce administrative effort under the combat conditions envisaged.



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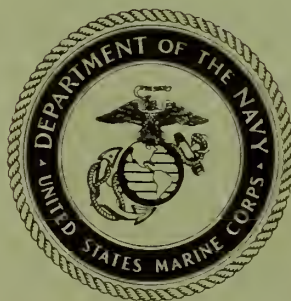








**ANNUAL REPORT**  
**of the**  
**COMMANDANT OF THE MARINE CORPS**  
**to the**  
**SECRETARY OF THE NAVY**  
**for**  
**FISCAL YEAR 1958**



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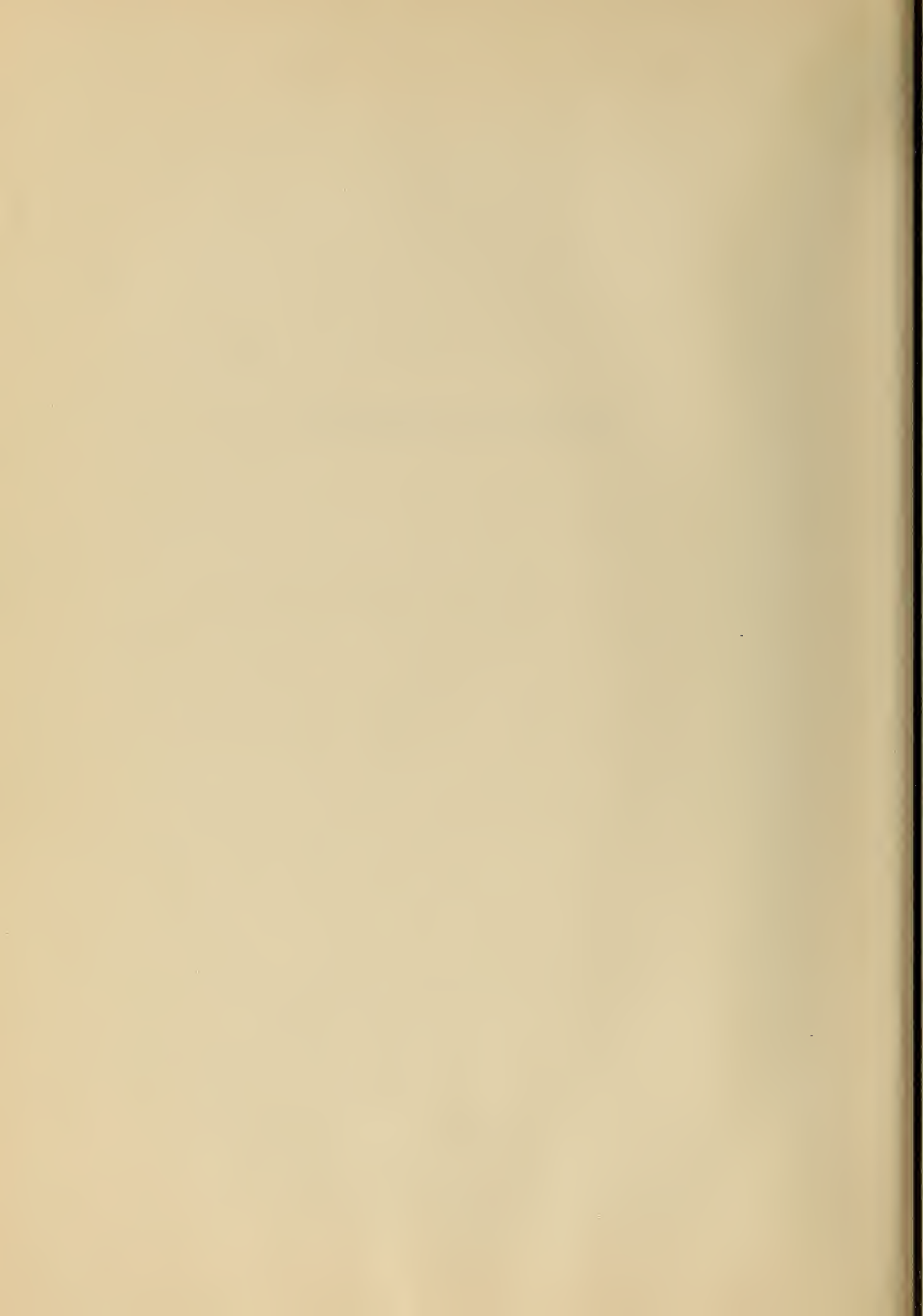


ANNUAL REPORT  
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FISCAL YEAR 1958





LETTER OF TRANSMITTAL





DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
WASHINGTON 25, D. C.

IN REPLY REFER TO  
AD-rjm  
21 Aug 1958

Dear Mr. Secretary:

Forwarded herewith is my annual report on the activities and achievements of the Marine Corps during Fiscal Year 1958.

I am pleased to report that the Marine Corps during this past year has continued to demonstrate its readiness and proficiency to fulfill its responsibilities to the Department of the Navy and, with the Navy, to the nation. The posture and readiness of the Corps has kept pace with the ever increasing threat to our national security and with the evolution in the military means of the Communist Bloc to impose that threat.

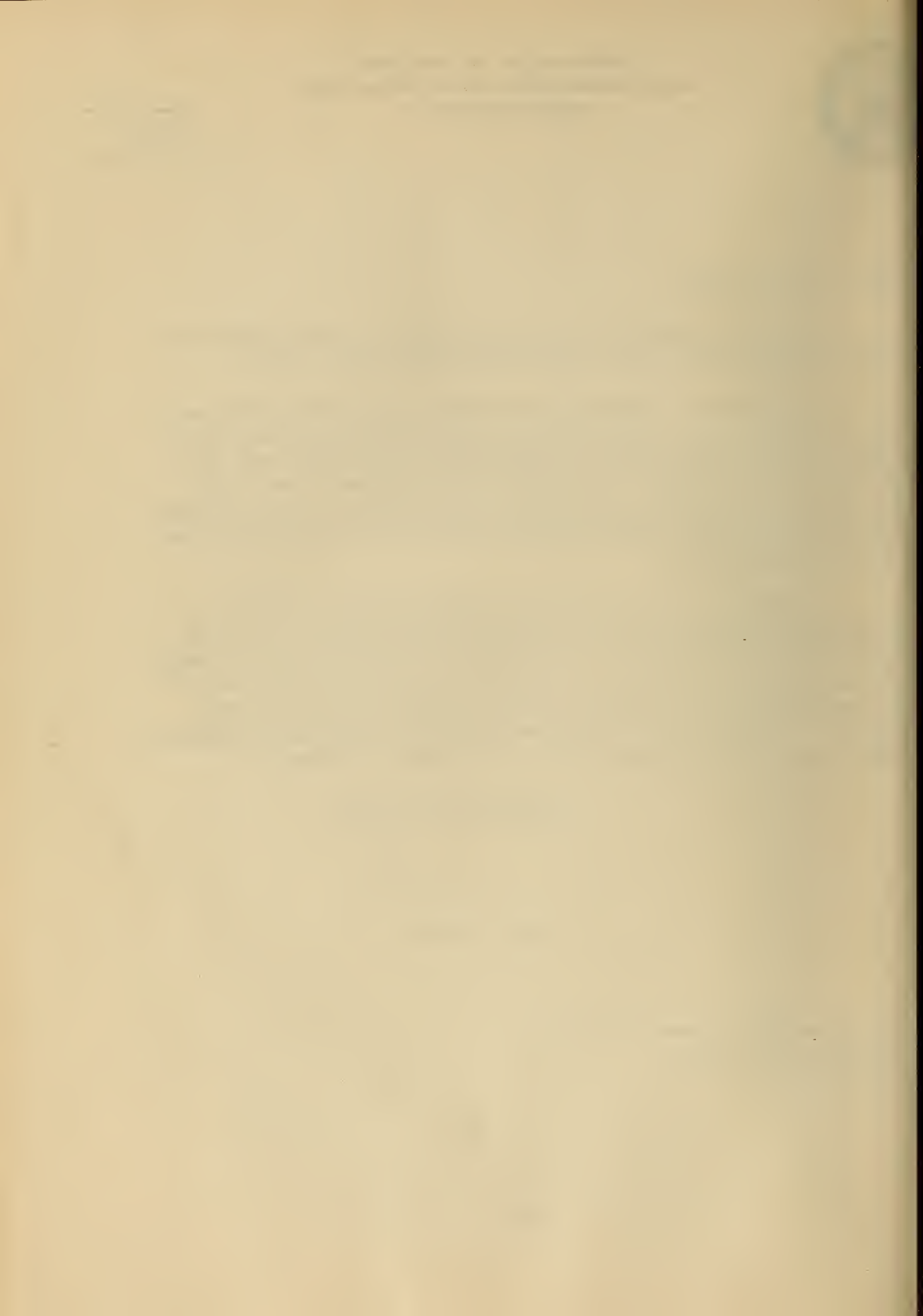
Our ultimate goals have by no means been fully achieved. Amphibious programs, Navy and Marine Corps, must continue to be accelerated if we are to maintain the naval supremacy upon which this nation relies to counter the increasing threat of limited wars. It is with this sense of urgency that the Marine Corps faces the future. It is my conviction that the traditional spirit and professional skill of the Navy and Marine Corps will meet the challenge.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "R. McC. Pate", is written over the typed name.

R. McC. PATE

The Honorable Thomas S. Gates, Jr.  
Secretary of the Navy  
Washington 25, D. C.



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### APPENDICES

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## SECTION I - GENERAL

In this, the annual report of the Marine Corps, are depicted the activities and achievements of the Corps during Fiscal Year 1958 and the present and future potential of the Corps to meet its statutory requirement as this Nations's force-in-readiness.

With the growing threat of Communist subversion and limited aggression, the force-in-readiness capability of the Navy and Marine Corps has become an increasingly important factor in the diplomatic and military stature of this Nation. No more concrete evidence of this urgent national requirement for a force-in-readiness and a United States' ability to meet it, need be illustrated than the Navy-Marine Corps response to the Venezuela crisis in January and again in May 1958. In both cases Marine Forces were embarked in naval vessels and deployed, prepared to protect U. S. lives and property should conditions have dictated.

Again in the closing month of this year, Navy and Marine elements, deployed in the Mediterranean in response to critical intelligence indications, were enroute to possible areas of conflict in Lebanon in the Middle East. The flexibility, mobility and capability of Naval Forces to rapidly respond to such indications are attributes of naval power which this Nation alone enjoys and which the U. S. Navy and Marine Corps by assigned functions must be prepared to exploit in the interest of the United States.

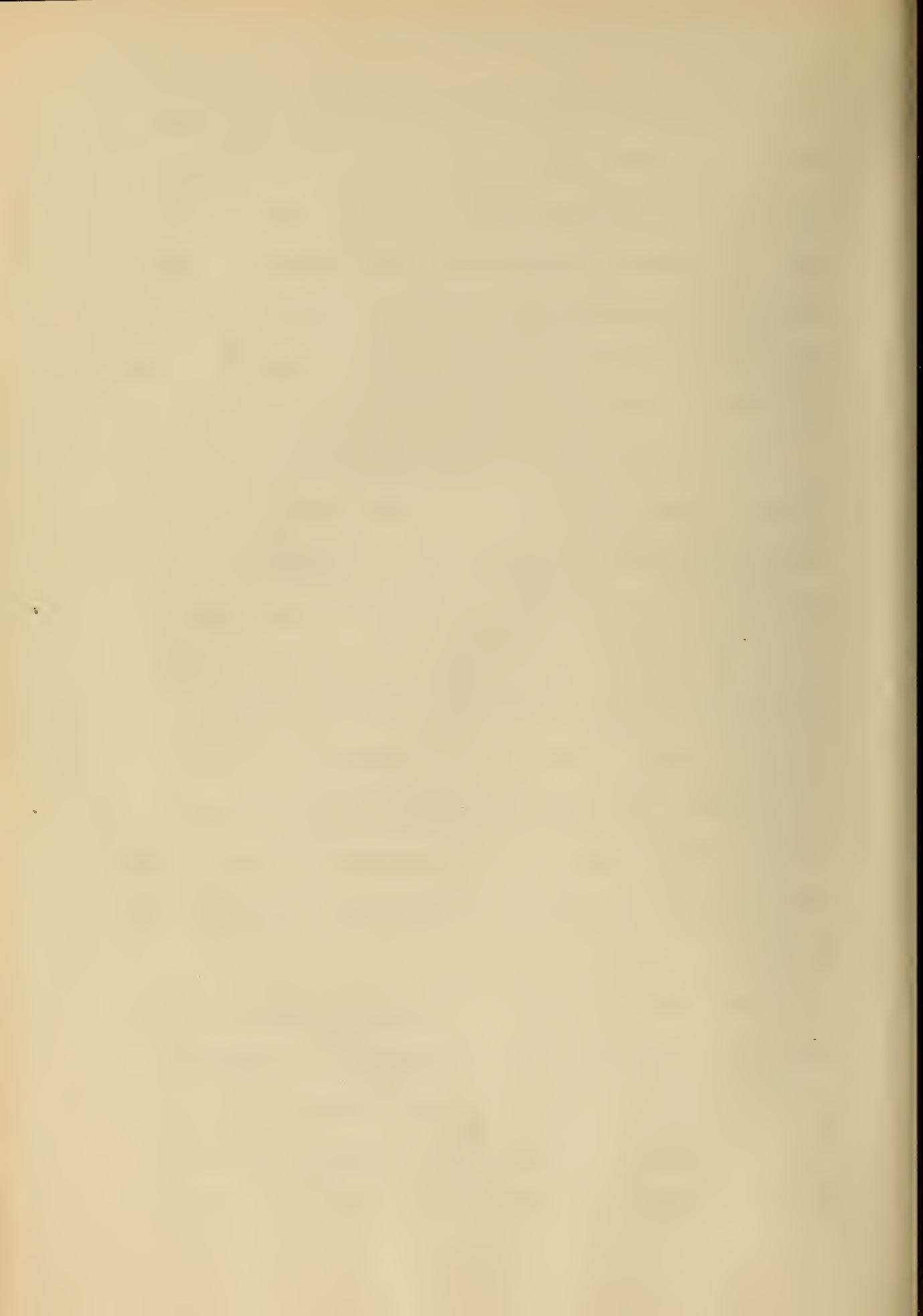




In reporting on the efforts of the Marine Corps to meet these urgent national requirements, during Fiscal Year 1958, the detailed report which follows is again presented as in 1956 and 1957 in the form of Marine Corps major programs. Like the programs of preceding years, all have one objective -- to insure the continued readiness of the Marine Corps to meet the current and anticipated needs of the nation for a force-in-readiness.

As of 30 June 1958, the three Marine Division and three Marine Aircraft Wings, together with their supporting force elements are capable of meeting initial requirements in the event of limited or general war. It should be noted, however, that the staying power of these ready forces has been reduced during the past year as a result of the enforced reduction in personnel strength. As of the close of the year the manning levels imposed on the ready Fleet Marine Force units becomes a matter of deep concern even on a calculated risk basis. Further reductions planned for Fiscal Year 1959 will increase this margin of risk.

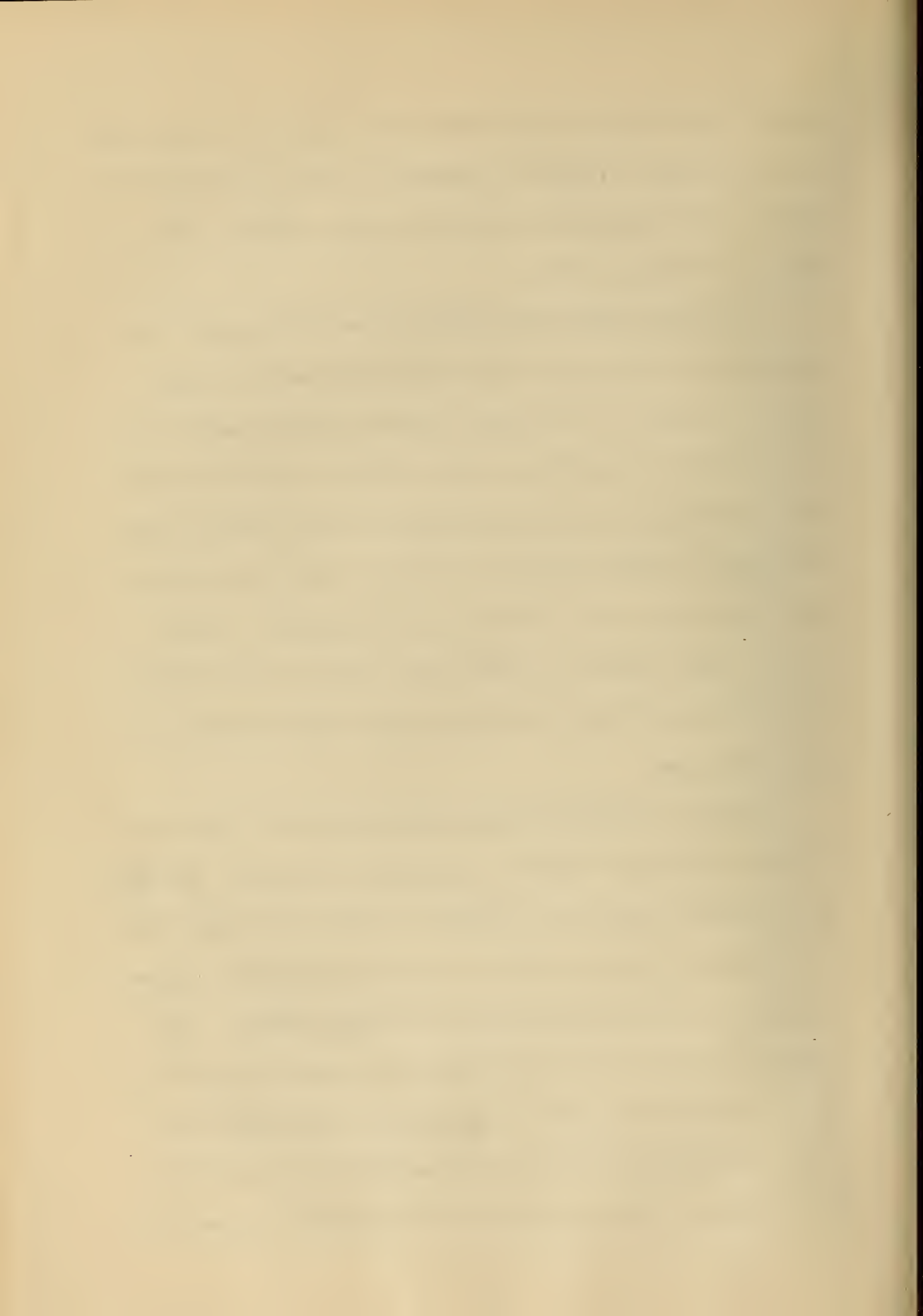
With respect to attaining and maintaining long-range readiness to meet anticipated national requirements, considerable progress has been achieved. The reorganization of the Fleet Marine Force begun in 1957 to exploit development in modern weapons and equipment and to meet the requirement of future



warfare was virtually completed in Fiscal Year 1958. Concurrently action was taken to provide for continuous review of the new organization to insure advance of the Marine Corps in keeping with evolutions in the art of war.

Equipment modernization while not maintaining pace with organizational changes has nevertheless materially increased current readiness. The ultimate objective to attain complete air transportability of all Division-Wing elements and the helicopter transportability of all assault elements has been enhanced by the introduction of lighter-weight vehicles such as the "mechanical mule" and "mighty mite" into the tables of equipment. Nevertheless, much remains to be done in the research, development and procurement fields if the Marine Corps is to achieve its long range objectives.

During the past year notable advances have been made in the field of amphibious doctrine, tactics and techniques. The Navy and the Marine Corps have completed a revision of the Naval Warfare Publication on the Doctrine for Amphibious Warfare and have submitted it to the Army and the Air Force for comment. The continuing program for the development, test and promulgation of the Landing Force tactics and techniques which support this modern amphibious doctrine has been accelerated by the Marine Corps Schools. Field testing by the Fleet Marine Forces during



training exercises continues as a major element in the accelerated program.

Fleet Marine Force deployment, a vital factor in Marine Corps readiness, remained essentially the same during the year. Improvement can be reported only in the Far East with the movement of Marine Ground Units from Japan and the consolidation of the 3d Marine Division (-) on Okinawa. Achievement of maximum readiness demands further efforts to geographically consolidate Marine ground and air elements in the Far East to improve the effectiveness of the integrated team. Of even greater importance, means must be provided for the deployment of Marine air elements with their ground components in any emergency. Helicopter assault transports must be made available to support on a continuous basis the normal deployments to the NELM area and an equal capability provided to the units in the Far East. A practical solution to the rapid deployment of Marine fixed wing aircraft must also be found.

With respect to Marine Corps' mobilization requirement, the Marine Corps Reserve, within personnel and budget limitations, has attained a posture unequalled in any previous period of its history. Drill attendance, summer training, and in turn mobilization potential are at an all time high.

Supporting these major programs and contributing to the



readiness and efficiency of the Corps as a whole, has been the widespread improvement in the Marine Corps' personnel, materiel and fiscal management programs. In every area substantial savings were achieved with resultant Marine Corps readiness at minimum cost in dollars and resources.

In summary, the state of readiness of the Corps is excellent. No problems appear insurmountable. The Corps is confident of its ability to meet this Nation's force-in-readiness requirements today or at any time in the future.





## SECTION II - TROOP PROGRAM

### Regular Forces - Organization and Structure

Operating forces of the Marine Corps were maintained throughout Fiscal Year 1958 in accordance with statutory requirements, Department of the Navy Objectives, and Joint Chiefs of Staff plans. These forces comprised the Fleet Marine Forces, other combat forces, Security Forces and Ships' Detachments.

The Fleet Marine Forces consist of three Marine Divisions and three Marine Aircraft Wings as prescribed by law, together with necessary Headquarters, combat support and service units. Approximately two-thirds of the Fleet Marine Forces were and are assigned to the Pacific Fleet, and one-third to the Atlantic Fleet. These forces constitute essential elements of a balanced fleet structure, providing the Fleet Commanders with the means of projecting naval power ashore, wherever and whenever required by the dictates of national policy.

The internal reorganization of Fleet Marine Forces reported in last years report was commenced in 1957 and virtually completed this year. As a result of these organizational changes, the Marine Division is a lighter, harder-hitting, extremely flexible organization. It is entirely air transportable and its assault elements are helicopter transportable. The ability of this Division to fight and sustain itself on the battlefield, in general or limited war, has kept pace with the



development of modern weapons.

Due to increasing personnel limitations, it was necessary to reduce once more the manning levels of all Fleet Marine Force units. Severe reductions were imposed on all combat support and service units and on the Supporting Establishment. While the readiness of the Divisions and Wings for immediate deployment was not critically impaired by these personnel reductions, their capability for sustained combat has been seriously diminished.

The Security Forces which represent the second largest segment of the Operating Forces continued to assume increased commitments in providing security for special weapons storage sites. However the overall strength of Security Forces was reduced from 448 officers and 12,003 enlisted at end FY57 to 420 officers and 11,200 enlisted for end FY58. The replacement of Marine guards by civilian guards on main gates at several activities, and the complete withdrawal of Marine guards and deactivation of several Marine Barracks compensated for the increased commitments in the special security area. Any future demand for Marine Security Forces at special weapons sites under present personnel limitations must be compensated for by the disestablishment of some long standing Marine Barracks.

During FY 58 the following Marine Barracks/Detachments were disestablished:

Marine Barracks  
U. S. Naval Ammunition Depot  
Ft. Mifflin, Pennsylvania



Marine Barracks  
U. S. Naval Ammunition Depot  
Hastings, Nebraska

Marine Detachment  
U. S. Naval Station  
Kwajalein, Marshall Islands

Marine Detachment  
U. S. Naval Avionics Facility  
Indianapolis, Indiana

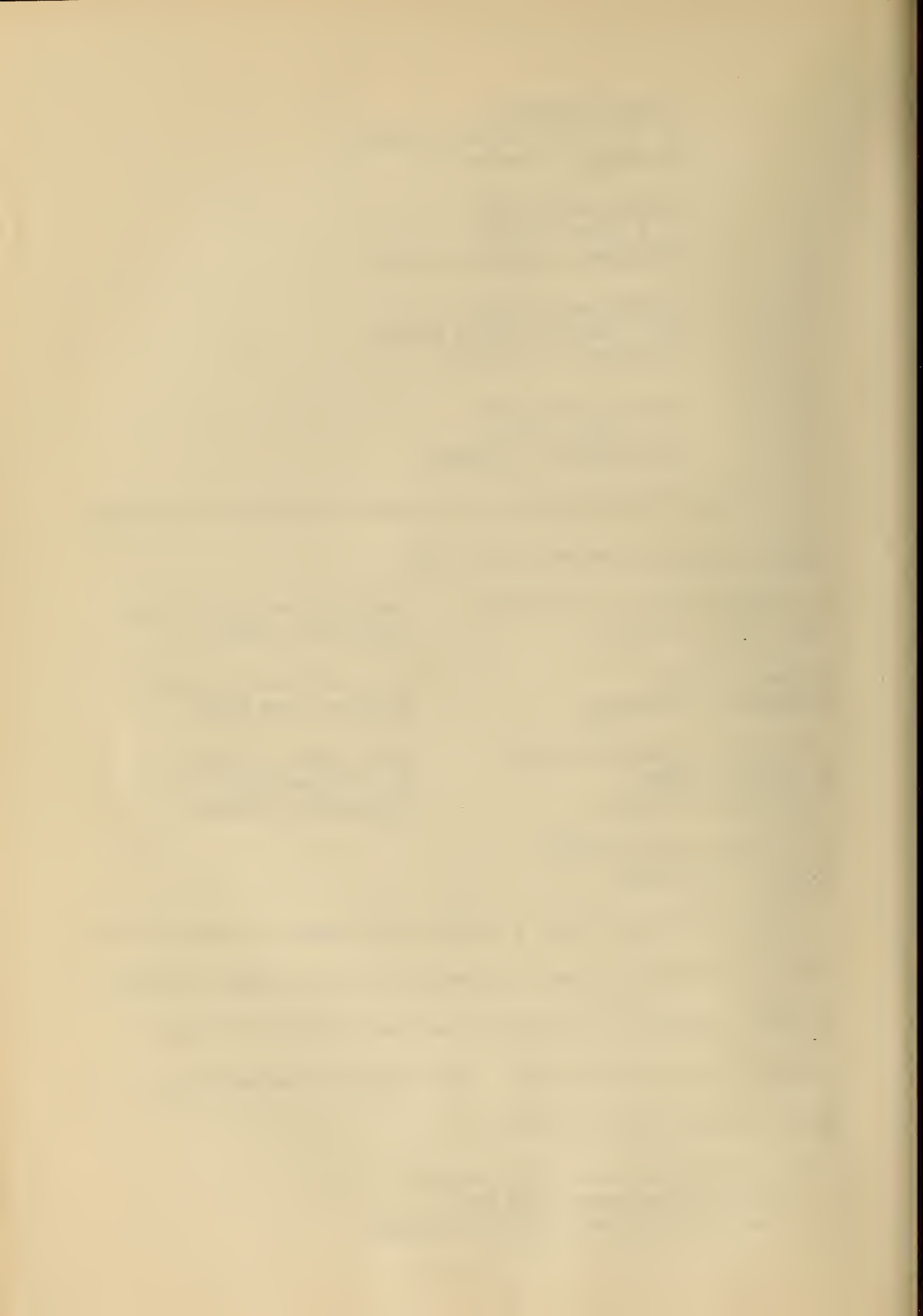
Marine Detachment  
U. S. Naval Station  
New Orleans, Louisiana

During FY58 Marine Security guards were replaced by civilian guards at the following Naval activities:

U. S. Naval Ordnance Laboratory White Oak, Maryland	David Taylor Model Basin Carderock, Maryland
Bremerton Annex Bremerton, Washington	U. S. Naval Supply Depot Bayonne, New Jersey
U. S. Naval Ammunition Depot St. Julien's Creek Portsmouth, Virginia	Fuel Annex, LaPlaya U. S. Naval Supply Depot San Diego, California
U. S. Naval Torpedo Station Keyport, Washington	

During the fiscal year a review of the tables of organization for Marine Detachments Afloat, coupled with the deactivation of ships of the fleet, resulted in a reduction of approximately 450 Marines assigned to these Detachments. Ships detachments deactivated during the year were as follows:

Marine Detachment, USS ALBANY  
Marine Detachment, USS IOWA  
Marine Detachment, USS WISCONSIN





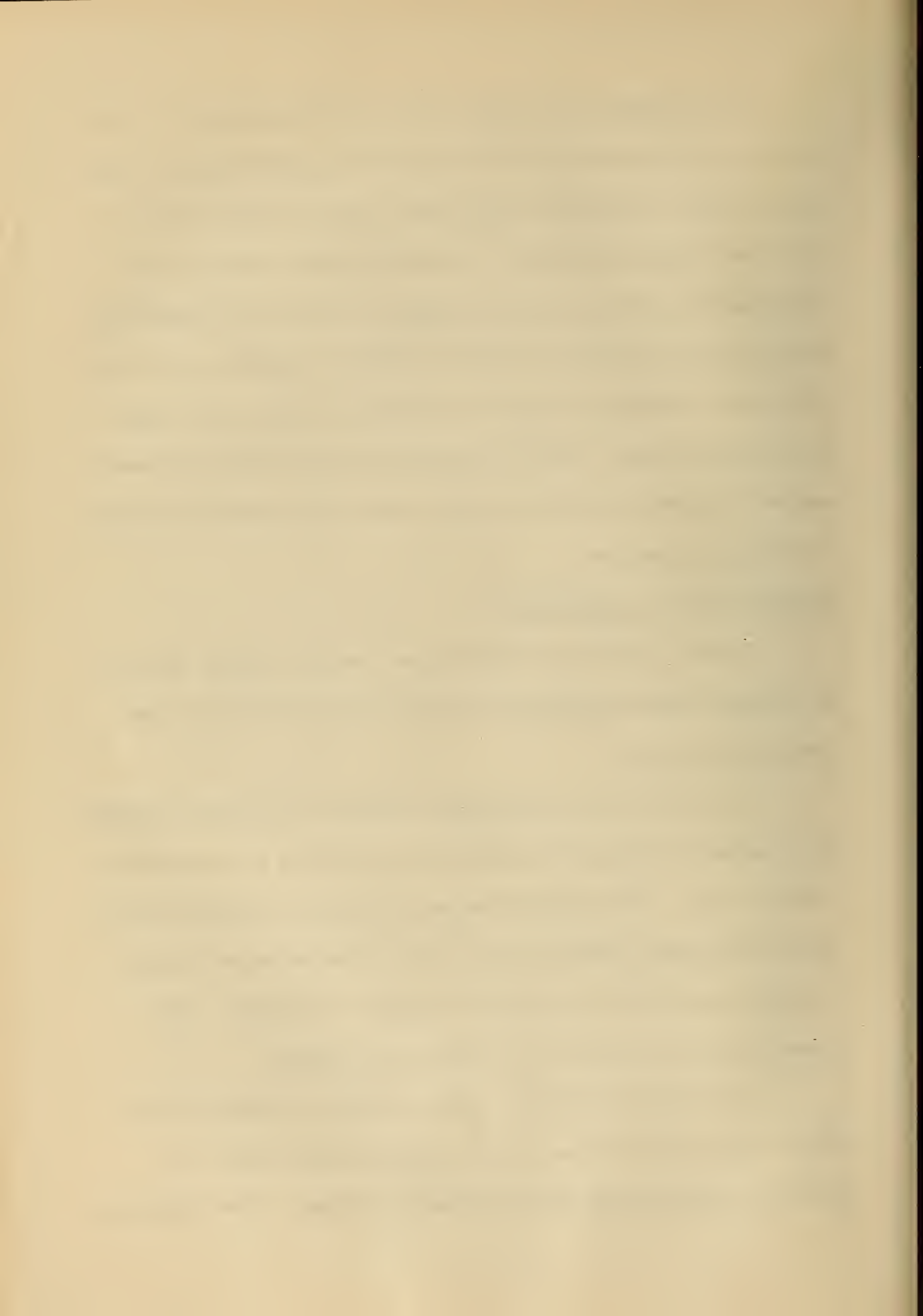
The Training Base and the Supporting Establishment, which exist for the single purpose of sustaining the operating forces of the Marine Corps, underwent no significant change in organization or structure during the past year. They continued to comprise the Headquarters, Schools Troops, Bases, Air Stations and Facilities, Recruit Depots, Supply Installations, Reserve Activities, and miscellaneous installations required to administer, train, and supply the operating forces. Further personnel reductions were imposed and some essential individual combat training was curtailed incident to strength limitations.

#### Regular Forces - Deployments

Certain operations during the year deserve special mention as examples of the readiness of the Fleet Marine Force and other Marine Corps units.

In January 1958, mob violence erupted in Caracas, Venezuela, and it appeared that American Nationals might have to be evacuated from the area. A provisional company of Marines constituted from Marine Barracks, Guantanamo Bay, was embarked aboard the USS Des Moines prepared for possible movement to Caracas. The situation improved and the troops were not required.

On 13 May 1958 violence broke out again in Venezuela as a result of the visit of Vice-President Nixon to that country. A Battalion Landing Team was immediately deployed. Two companies





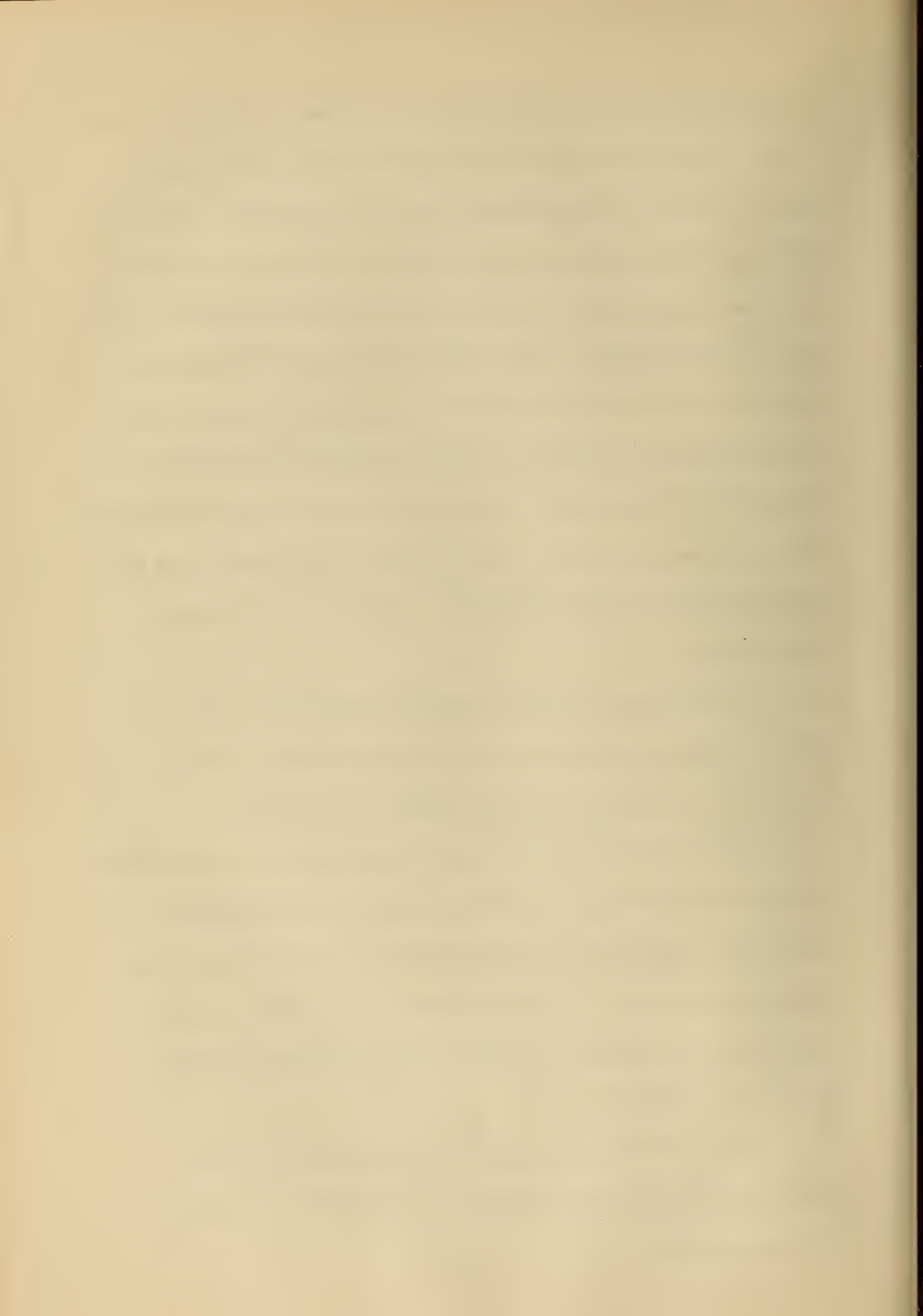
were airlifted to Guantanamo Bay for embarkation aboard the USS Boston; one company plus supporting helicopters was embarked aboard the USS Tarawa prepared for rapid deployment to the area. Once again the situation improved before a landing was necessary.

On 14 May 1958 at the time of the scheduled relief of the 1st Battalion, 8th Marines, in the Mediterranean by the 2d Battalion, 2d Marines, the political situation in Lebanon deteriorated to such an extent that the decision was made to retain both battalions in the NELM area. Subsequently, both battalions headed for the Lebanese Coast. As the year ended, the 3d Battalion, 6th Marines was also embarked and headed for Gibraltar to relieve the 1st Battalion, 8th Marines.

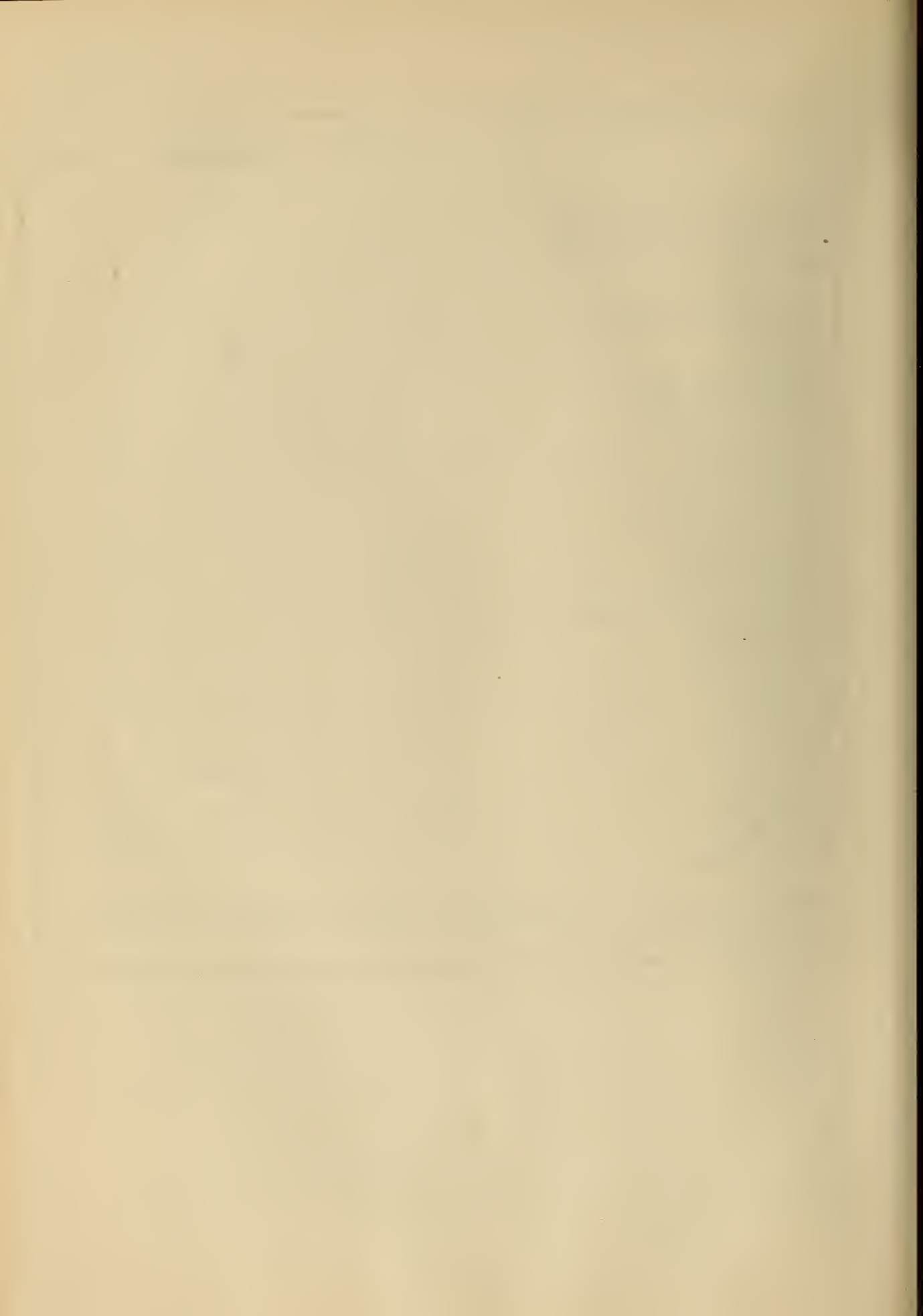
The importance of these actions is self evident. The Navy and the Marine Corps were not found lacking in their readiness for immediate deployment whenever trouble was indicated.

One major change in the disposition of the Fleet Marine Force took place during Fiscal Year 1958. Camps were sufficiently completed on Okinawa to permit the 9th Marines in Japan to join their parent unit, the 3d Marine Division. The entire Division, minus the one Regiment in Hawaii, is now positioned ready to deploy from Okinawa.

At the end of the year, the Fleet assignments of major Fleet Marine Force elements were as indicated in the table on the following page.



<u>UNIT</u>	<u>PACIFIC</u>	<u>ATLANTIC</u>	<u>TOTAL</u>
Division	2	1	3
Wing (Plus one air group)		1	1
Wing (less one air group)	2		2
Air Group	1		1
Communications Bn	1	1	2
Radio Co		1	1
Anglico	1	1	2
105mm How Btry	2		2
155mm How Btry	2	1	3
155mm Gun Btry	3		3
8" How Btry	3	1	4
Hvy Arty Rkt Btry	1	1	2
4.5" Rkt Btry	2	1	3
AAA (AW) Bn (SP)	2		2
75mm AA Bn*	1		1
Med AA Msl Bn*	2		2
Amphibious Tractor Bn	2	1	3
Armd AmCo	1		1
Amph Trk Co	1		1
Tank Bn	2	1	3
Recon Co	1	1	2
Engr Bn	1	1	2
EOD Co	1(-)	(1 plat)	1
Topo Co		1	1
Bridge Co	1	1	2
M. T. Bn	2	1	3
Service Regt	2	1	3
*(Will be assigned to Fleet Marine Forces on completion of equipping and training)			



## Reserve Forces

During the course of the year, a number of activations, consolidations, redesignations, and deactivations were effected in the Organized Reserve Forces in the interest of efficiency and as a result of forced personnel reductions. Organized ground units were reduced from a total of 242 units to 229. Organized aviation units on the other hand were increased from 67 to 84 units.

The increase in aviation units was accomplished with no overall increase in personnel by reducing the size of all the squadrons. In the reorganization the number of fighter squadrons were reduced, the number of attack squadrons increased and the first Reserve helicopter squadrons established.

The reserve exists to provide the regular establishment with trained personnel in event of mobilization. The Marine Corps is in the process of making a review of the structure of the Marine Corps Reserve to determine the changes necessary to satisfy anticipated mobilization requirements during the next five year period.



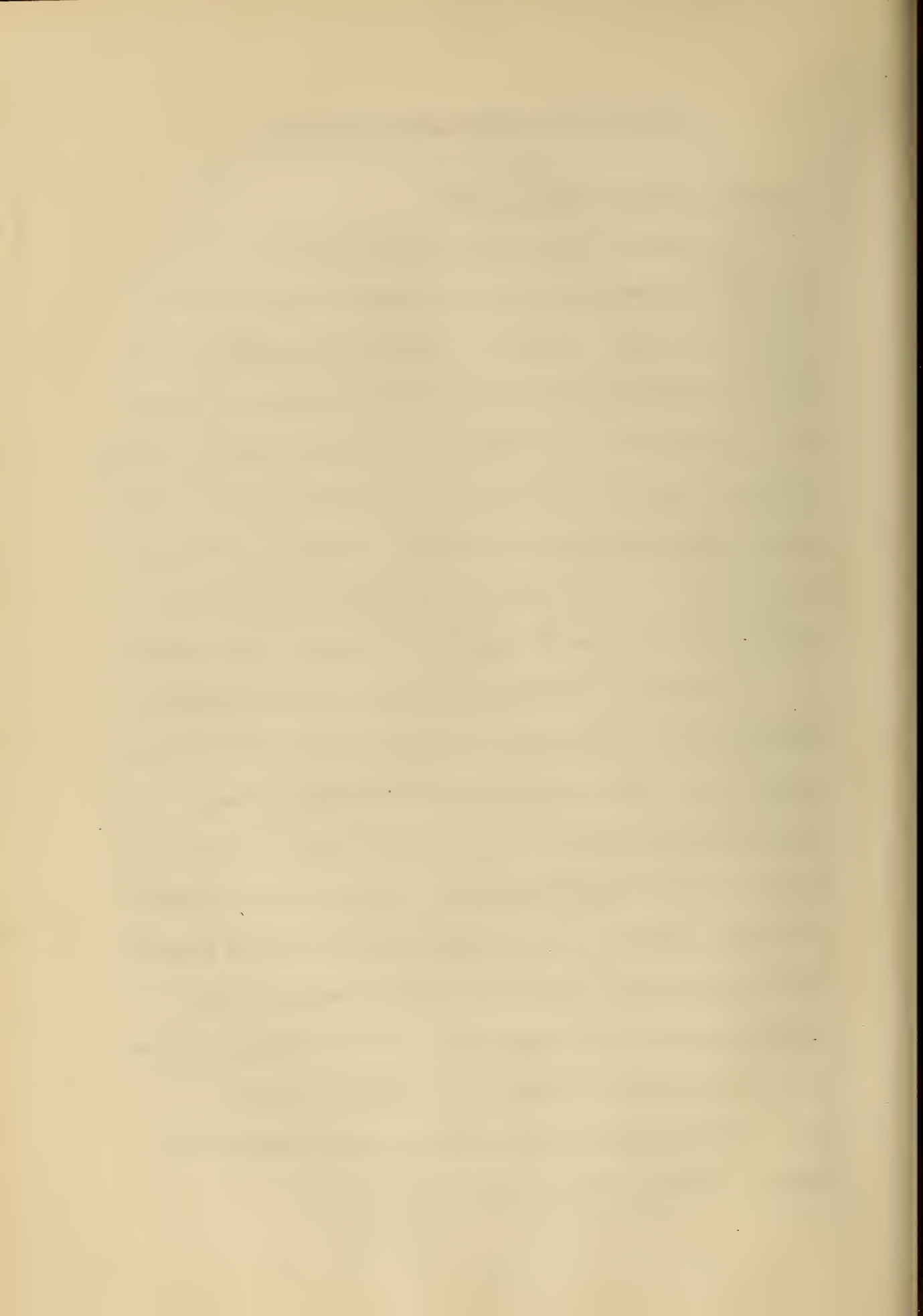
### SECTION III - MANPOWER PROGRAM

#### Strengths - Regular Marine Corps

The Marine Corps began its fiscal year 1958 with a strength of 200,861 and a program to reach an authorized end strength of 200,000. However in July 1957 a directed revision of the manpower program established a 31 December 1957 ceiling of 190,000 and an end strength for the year of 188,000, though the Marine Corps ended the year with a strength of 189,495. The reductions were accomplished primarily through restricting the recruit input. However, an early release program had to be implemented to achieve the desired 31 December 1957 strength.

As compared with the previous year the total Operating Forces increased from 57.4% to 61.2% of the total Marine Corps strength. As a result, and in spite of the overall strength reduction, the Operating Forces increased by 483. The low number of expirations of enlistments, coupled with the reduction in strength, required a recruit input of only 33,000 new Marines. This resulted in fewer Marines in recruit training, fewer recruit graduates in formal schools, and lower training overhead. The net result was an increase in the Operating Forces.

The following table shows the personnel distribution for Fiscal Years 1956, 1957 and 1958.





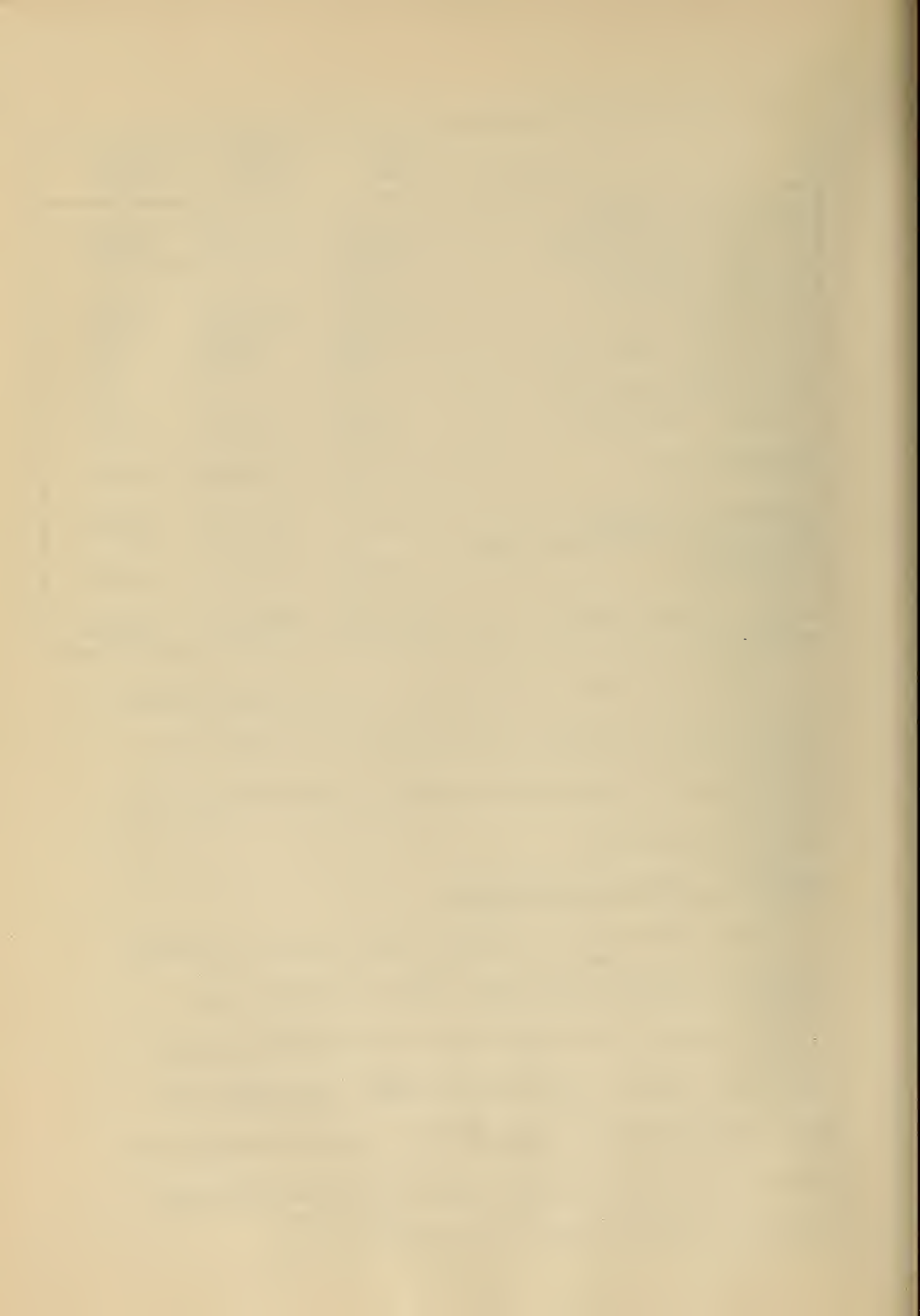
	30Jun 1956	30Jun 1957	30Jun58 Actual
OPERATING FORCES	114,119	115,479	115,962
Fleet Marine Forces	95,932	99,119	99,938
Experimental Unit	1,479	-	-
Security Forces	13,476	13,414	13,387
Navy	(12,590)	(12,451)	12,203
State Department	(737)	(803)	731
NSA	(149)	(160)	276
Special Activities	-	-	177
Ships Detachments	3,232	2,946	2,637
TRAINING BASE	47,440	47,268	38,874
SUPPORTING BASE	20,367	21,742	20,903
TRANSIENTS, PATIENTS, AND PRISONERS	18,854	16,372	13,756
TOTAL MARINE CORPS	200,780	200,861	189,495

Fiscal Year 1959 will be a year of high personnel turnover.

This, in conjunction with a further reduction in strength, will curtail personnel availability and enforce a serious reduction in the Operating Forces.

#### Strengths - Marine Corps Reserve

The end-strength of the Marine Corps Reserve, excluding personnel on extended active duty, officer candidates, and retired reservists, was 26,876 officers and 260,924 enlisted. The Ready Reserve, at authorized strength, totaled 208,000, and the Standby Reserve totaled 82,857. Forced screening was employed during the year and a total of 59,144 personnel were transferred from the Ready to the Standby Reserve.



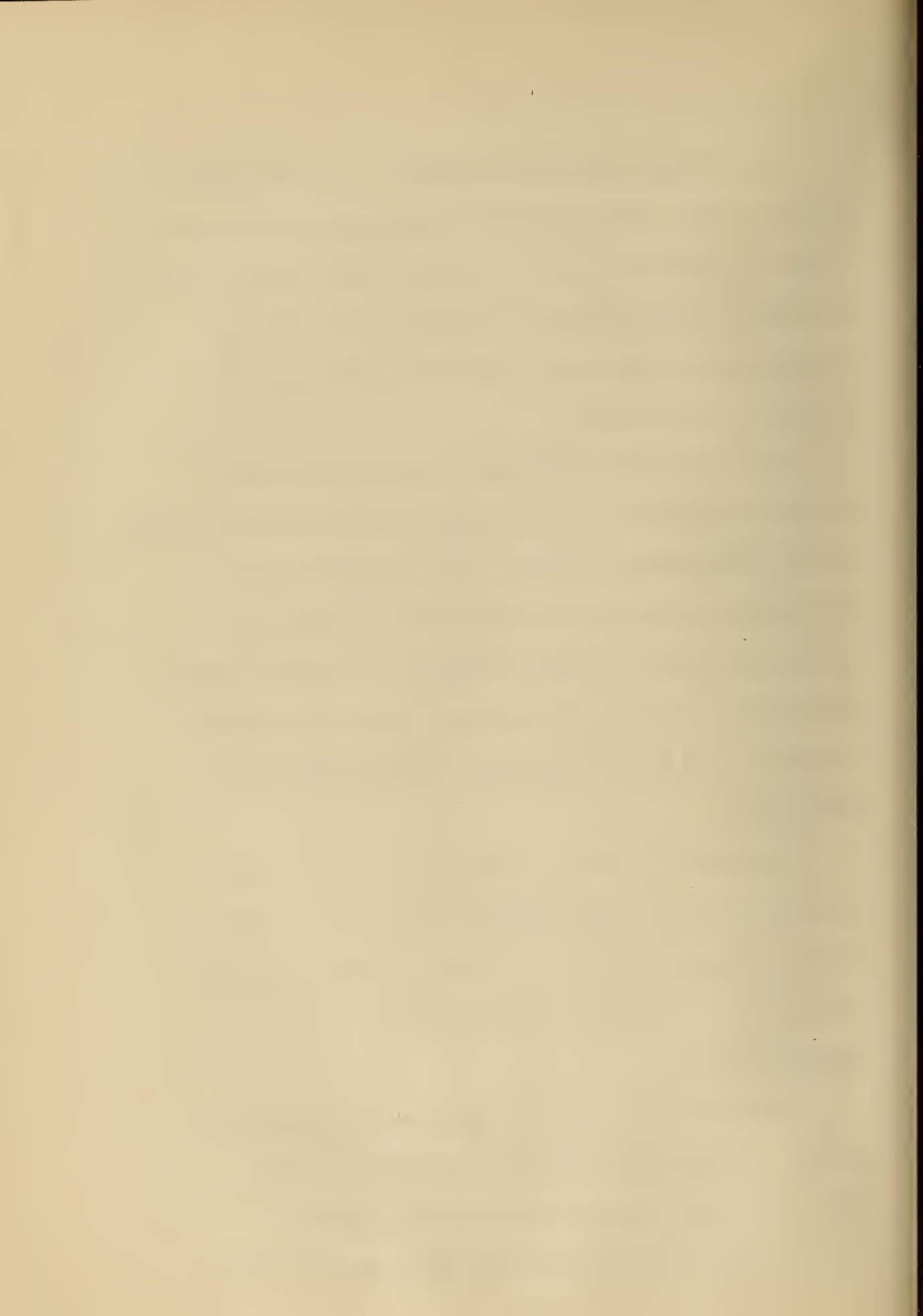
The drill-pay reserve enlisted 9430 six-month trainees during the year. The total drill pay reserve finished the year with a net gain of 23, for an end strength 46,173. Emphasis on participation was maintained throughout the year, poor drill attenders were transferred to a non-drill status, and drill attendance remained high.

The Marine Corps continued to utilize the six-month training program to the maximum extent possible within personnel ceilings and availability of funds. This program has added stability and quality to the drill-pay units. As long as the program continues, and sufficient funds are available to maintain authorized strength in the drill-pay reserve through this program, a high degree of readiness for mobilization can be maintained.

During the year, 8791 personnel were ordered to six-months training, and 6794 returned to drill-pay units after training, bringing the total in the drill-pay reserve who have completed their six-months training to 8094.

#### Officer Programs

Continued advances were made in long-range programs leading to the best possible balance in the regular officer corps. The year started with an active duty strength of 17,434 officers, regular and reserve, and ended with 16,741,



a decrease of 693. The approved level-off structure of 8550 regular unrestricted officers continued in effect for Fiscal Year 1958 and was closely approximated at end year. Problems continued with regard to shortages in some skills--primarily naval aviators, electronics officers, and lawyers. However, efforts were made to reduce these deficiencies with favorable results attained by an improved retention rate of naval aviators. In the case of the lawyer shortage, proposed legislation was drafted and submitted to create a Special Duty Legal Category of officers. This proposal received approval of the Secretary of the Navy, Secretary of Defense, and the Bureau of the Budget. The proposed legislation was forwarded to Congress on 29 January 1958; however, no hearings have been scheduled. Other methods of alleviating the lawyer shortage are under study.

There were 334 candidates appointed to regular commissioned status from the following sources during the year.

U. S. Naval Academy . . . . .	70
Naval Reserve Officer Training Corps . . . . .	175
Army Reserve Officer Training Corps . . . . .	11
Platoon Leaders Class Graduates . . . . .	19
Meritorious Noncommissioned Officers . . . . .	47
Limited Duty Officers . . . . .	<u>12</u>
Total . . . . .	334

Regular officer procurement from normal sources was augmented during the year by the appointment to regular status





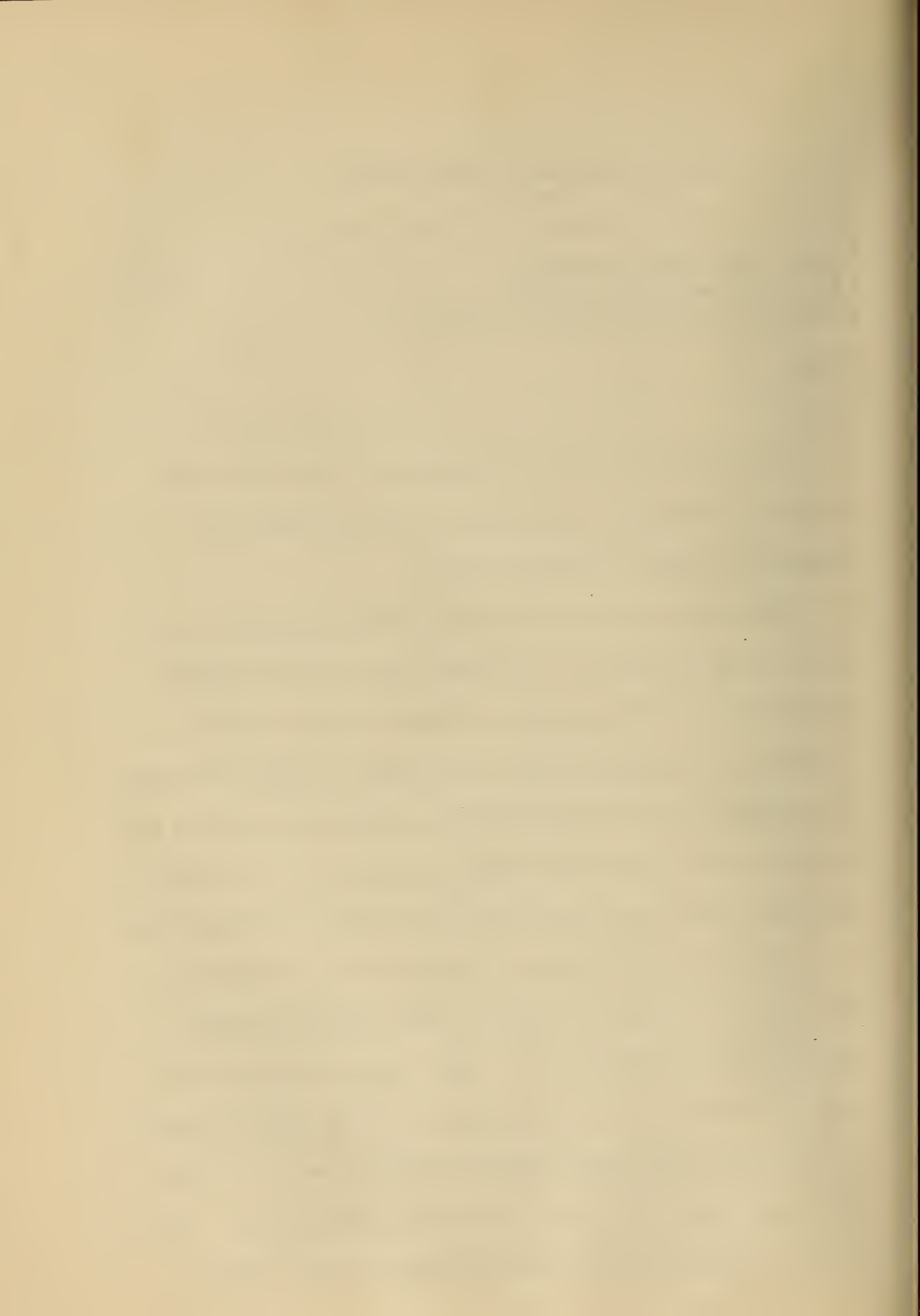
of reserve officers from the following sources.

Basic School Course Graduates. . . . .	158
Former Naval Aviation Cadets . . . . .	64
Reserve Officers from other Sources. . . . .	<u>1</u>
Total. . . . .	223

Of the 297 regular officers appointed in Fiscal Year 1955 under the provisions of Public Law 729, 79th Congress, 142 applied for retention and were retained.

The Meritorious Noncommissioned Officer program was in its third year of operation, following a lapse since the beginning of World War II. This program provides a career outlet from enlisted status to regular officer appointment for highly motivated and qualified noncommissioned officers and takes advantage of the potential existing among outstanding enlisted men. This source provided 46 new regular second lieutenants during the Fiscal Year.

The growing requirement for highly specialized officers to deal with the increasing complexity of new weapons and equipment is being met through a long-range program of appointment of warrant officers and limited duty officers from enlisted grades. This program retains many former enlisted men who undoubtedly would have been lured to more attractive civilian positions. The program was inaugurated in 1955 and continued with improved





success the past two years. The warrant officer program is open to enlisted women, and in Fiscal Year 1958 was further extended to the reserve establishment to provide an outlet for enlisted reservists to warrant officer status.

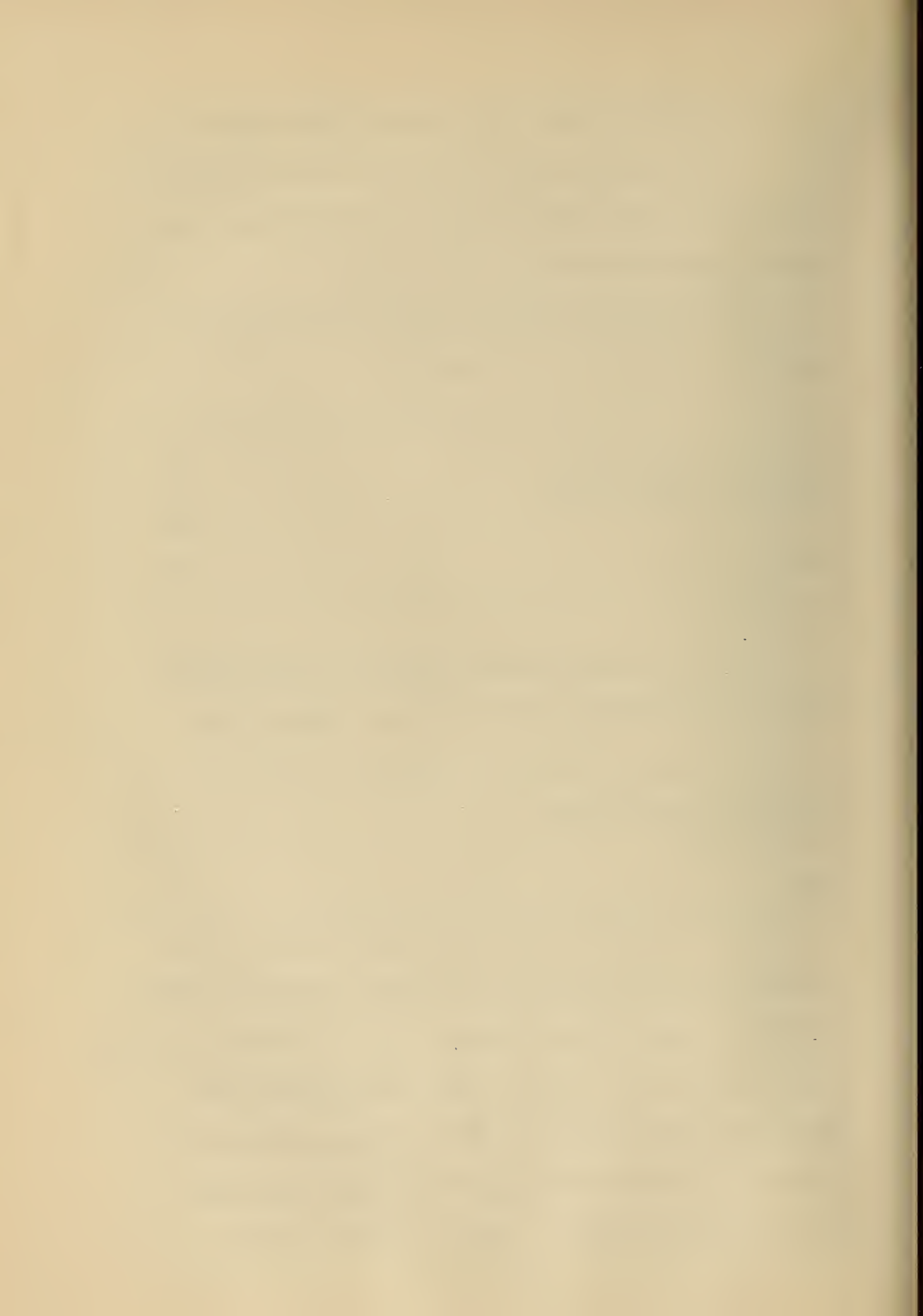
Following are the numbers selected for warrant officer appointments from the various sources.

Temporary officer status . . . . .	27
Temporary warrant status . . . . .	7
Enlisted . . . . .	<u>60</u>
Total . . . . .	94

Selections for appointment to limited duty officer status were from the following sources and in the numbers shown.

Temporary warrant status . . . . .	1
Enlisted status . . . . .	<u>11</u>
Total . . . . .	12

Under the reserve officer procurement program, about 1700 applicants were appointed to the grade of second lieutenant. The Platoon Leaders Class Program, now in its 25th year, provided a large number of new reserve officers to the Marine Corps. Approximately 3000 college students, attending more than 900 colleges and universities throughout the country, participate in this program each year. They are regularly enrolled



undergraduates whose military training takes place in two 6-week sessions during summer vacations. Upon completion of this training and receipt of a baccalaureate degree, the graduate is called to active duty for a period of three years. His first assignment is to the Basic School at the Marine Corps Schools, where he undergoes 30 weeks intensive training prior to assignment to the operating forces.

A sizeable group of new reserve officers comes from colleges and universities each year by way of the Officer Candidate Program. This program is designed for recent college graduates and is the Marine Corps principal "short-lead time" officer procurement source. It is with this group that procurement ordinarily may be increased or decreased on relatively short notice thereby providing the flexibility needed to cope with changing requirements. The candidate attends a 10-week basic training course at Quantico, Virginia, and is then commissioned and assigned to the Basic School. Three such courses, graduating in December, March, and June, were conducted during the year.

The Naval Aviation Cadet program continued to be successful. In addition, the Aviation Officer Candidate program helped fulfill the requirement for young pilots. A third pilot procurement source, the Platoon Leaders Class (Aviation) program, now in its third year of operation, provides an

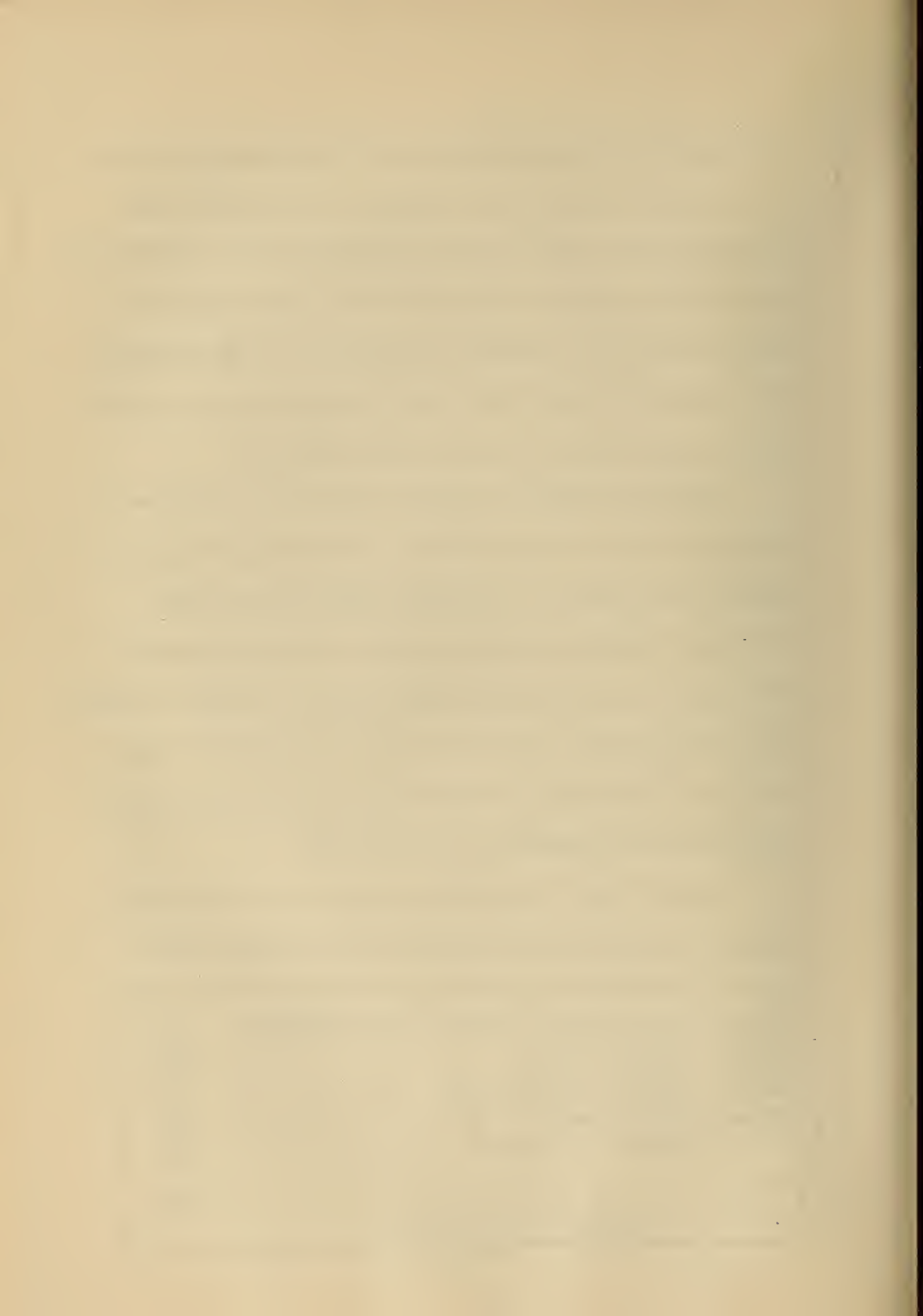


opportunity for college undergraduates to associate themselves with a program similar to the original Platoon Leaders Class and which leads to flight training immediately after commissioning. This year the program produced 78 student naval aviators and those enrolled in the program and available for commissioning upon graduation in future fiscal years indicate that this program will become a primary source of aviation officers.

The Women Officers Training Class program continues to be the sole source of women officers for the Marine Corps and Marine Corps Reserve. Candidates include college undergraduates, outstanding enlisted women, and college graduates. The program provides two six-weeks periods of summer training. After commissioning, all women officers, reserve and regular, are given an additional six-weeks indoctrination course prior to entering on their required tour of active duty.

Reserve Officer procurement programs and the numbers appointed from each source are shown in the following table:

Naval Reserve Officer Training Corps (Contract) . .	52
Platoon Leaders Class. . . . .	474 *
Officer Candidate Course . . . . .	727
Women Officers Training Class . . . . .	26
Naval Aviation Cadets . . . . .	225
Aviation Officer Candidates . . . . .	<u>162</u>
Total. . . . .	1666
* Includes PLC (Aviation)	



At intervals during his tour of active duty, the young reserve officer has an opportunity to apply for a regular commission. During the year 223 reserve officers were selected for regular commissions.

The annual procurement requirements for officers is based on the annual losses of officers from the active duty establishment. The following table shows these losses from all causes for Fiscal Year 1958.

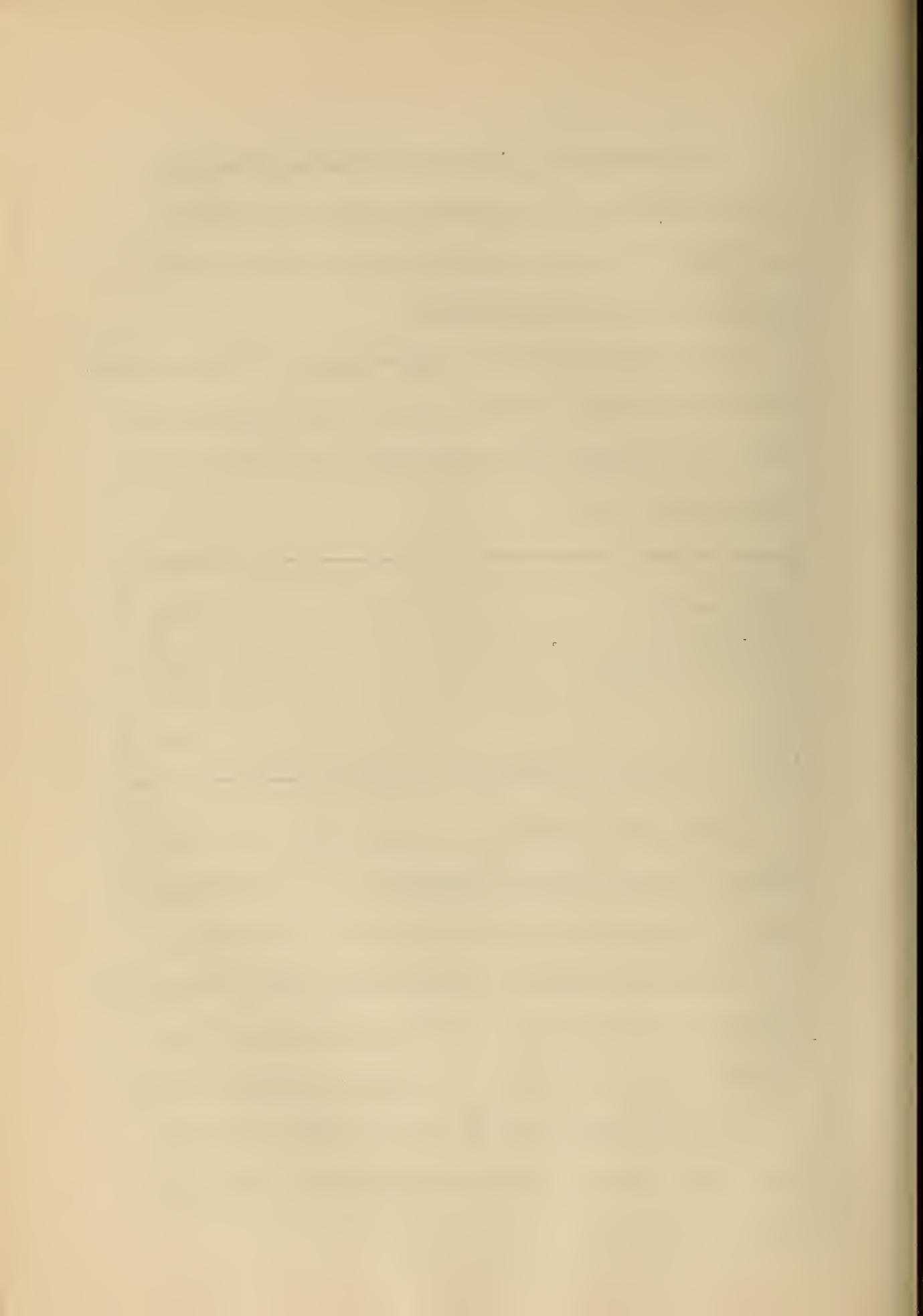
Terminations . . . . .	102
Severances . . . . .	55
Normal Attrition . . . . .	919
Reserve Releases . . . . .	<u>1968</u>
Total. . . . .	3267

Terminations consist of temporary officers who have achieved 20-year retirement eligibility in commissioned grade and must exercise the option of reversion or retirement.

Severances consist of company grade officers, twice failed of selection for promotion, who are required by law to be severed on 30 June of the year in which second failure occurs.

Normal attrition consists of those officer losses due to retirements, deaths, discharges, resignations, and physical disability.





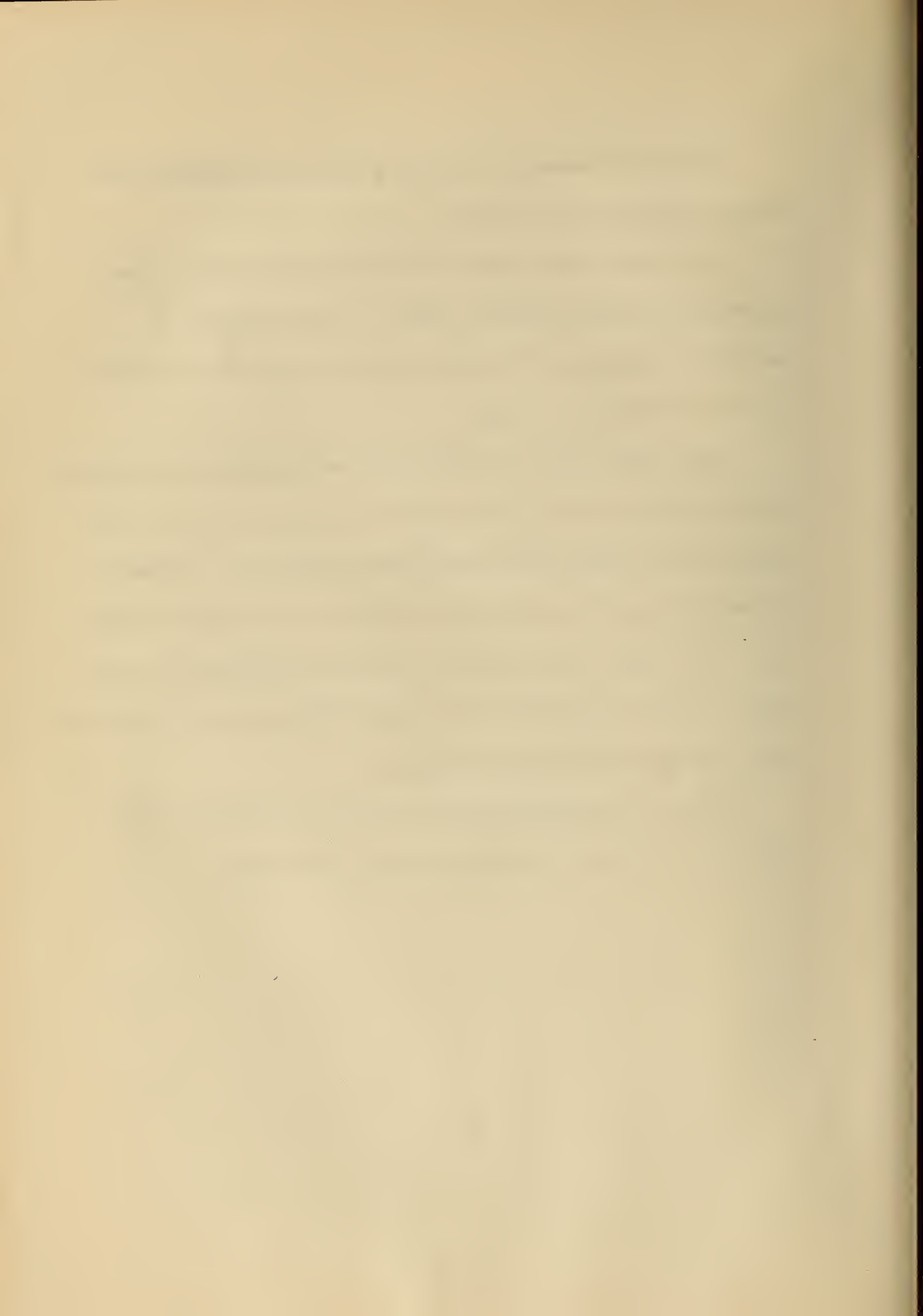


Reserve releases are primarily officers completing their obligated period of active duty.

Of the above total losses, 762 were officers and warrant officers of the regular Marine Corps. Of this number, 44 retired on completion of 30 years of service and 321 on completion of 20-29 years of service.

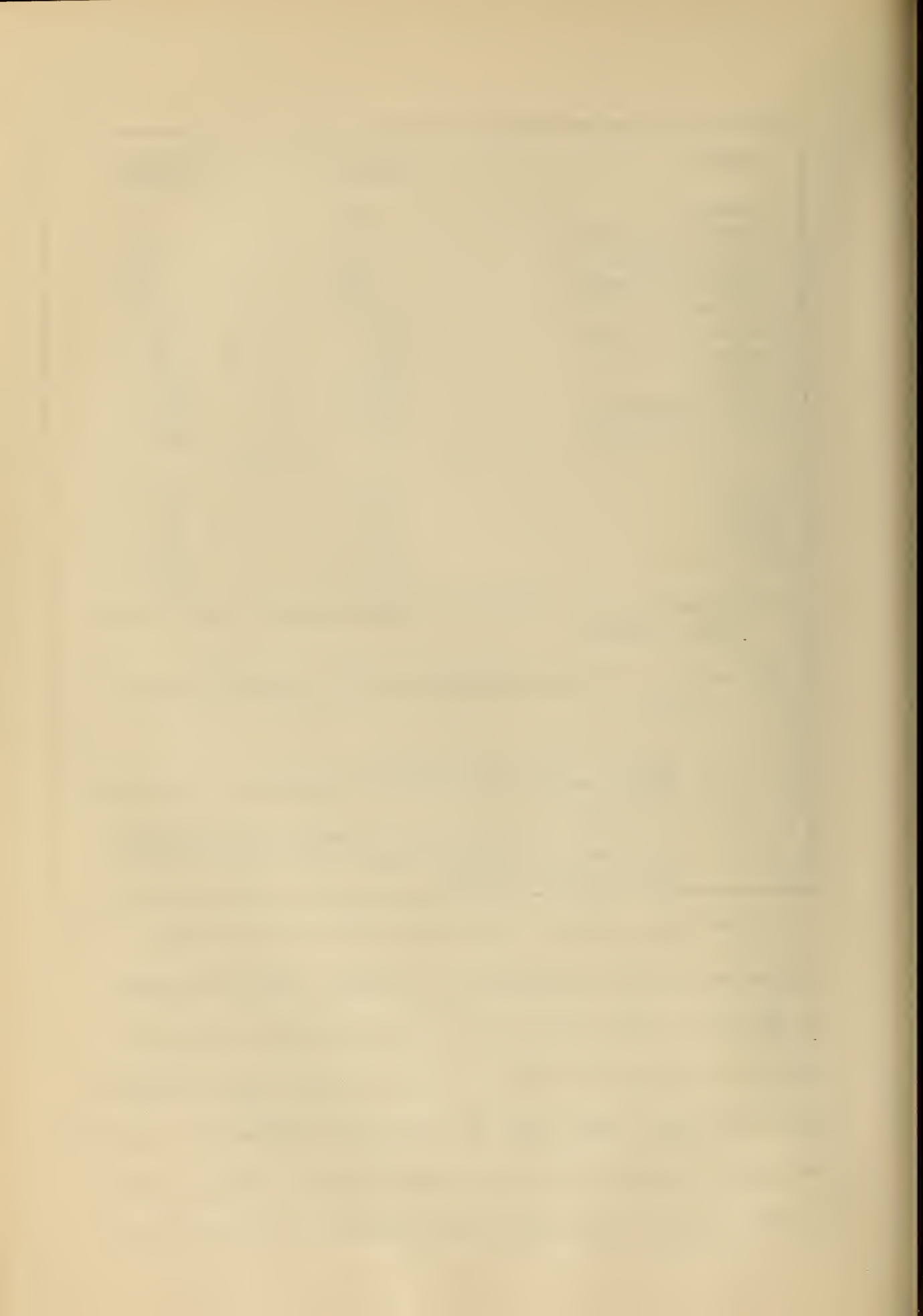
There were 6,400 reserve officer resignations and discharges effected during the Fiscal Year 1958 for various reasons. This large number of separations was largely the result of a Special Screening Program of all reserve officers on the Inactive Status List. Only those whose civilian or military qualifications were such that their services could be used profitably upon mobilization were retained on the Inactive Status List.

Officer grade distribution at the beginning and end of the fiscal year is shown in the table on the following page.



<u>Grade</u>	<u>30Jun57</u>	<u>30Jun58</u>
General	3 *	3 *
Lieutenant General	5	5
Major General	22	21
Brigadier General	34**	35**
Colonel	497	527
Lieutenant Colonel	1315	1324
Major	2551	2593
Captain	3850	4037
First Lieutenant	5112	4030
Second Lieutenant	3114	3379
W-4	176	182
W-3	308	176
W-2	295	229
W-1	152	200
	<u>17,434</u>	<u>16,741</u>
* Includes 2 retired officers on active duty with other governmental agencies.		
** Includes 3 officers approved as extra numbers in grade, namely:		
1 Reserve officer on active duty		
1 Officer assigned as Military Assistant to the Secretary of Defense		
1 Retired officer recalled to active duty as Legislative Assistant to the Commandant of the Marine Corps.		
(Applies only FY 58)		

The major problem in the Marine Corps regular officer promotion system continues to be the "hump"--the large number of officers of similar age and serve characteristics who entered the service during World War II. Study of this problem continued during the year. Navy Department sponsored legislation, considered necessary to alleviate this grade maldistribution, was taken up by a Sub-committee of the House Armed Services Committee at the



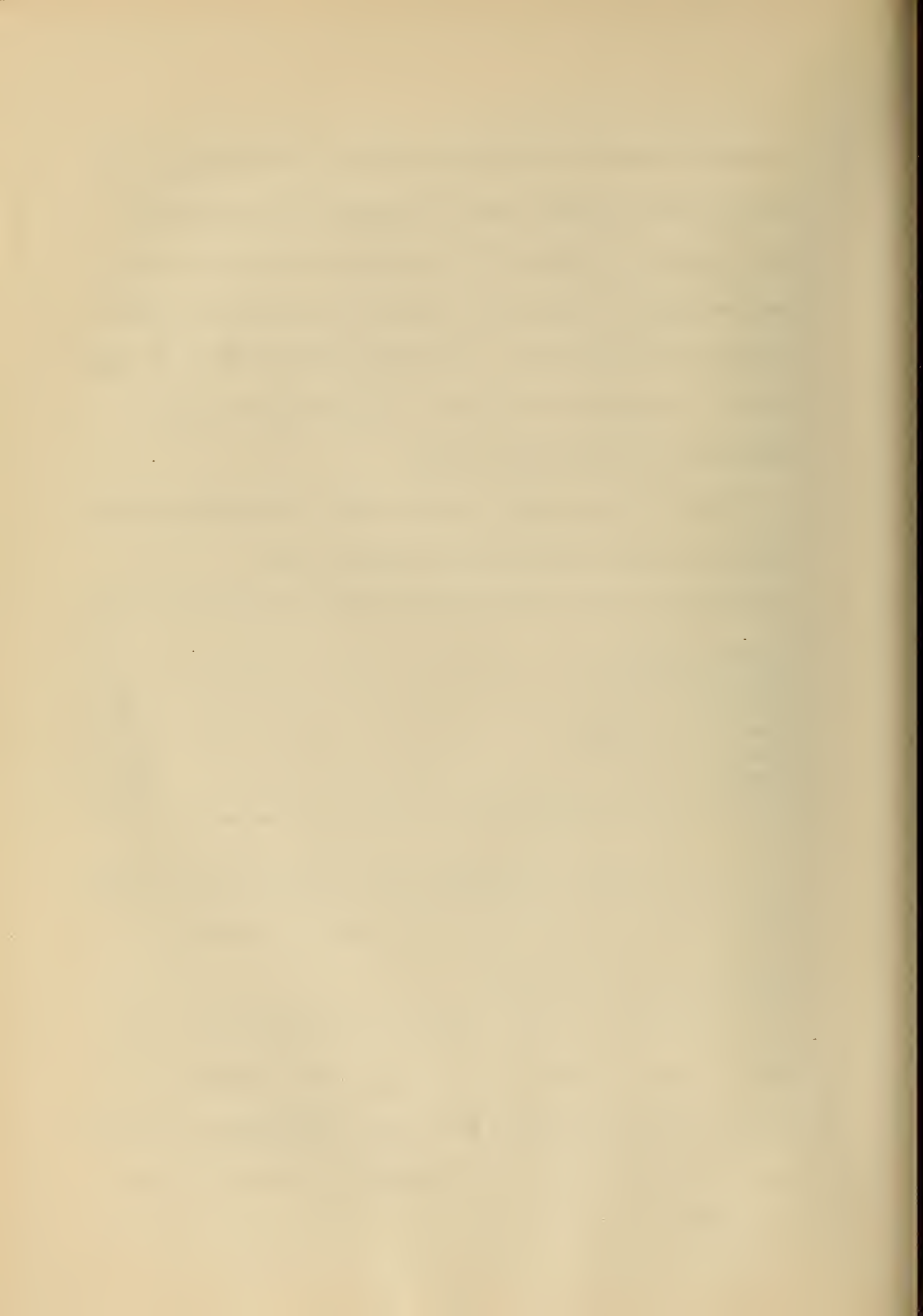
commencement of the second session of the 85th Congress. No positive action has been taken by Congress on this legislation since that time. A Senate Sub-committee is scheduled to conduct hearings on a Department of Defense sponsored bill which, if used to its fullest extent, would create approximately the same number of vacancies in the grades of colonel and lieutenant colonel as the Navy Department bill.

The following number of officers were selected for promotion in the regular establishment during the year.

Major General. . . . .	3
Brigadier General. . . . .	7
Colonel. . . . .	68
Lieutenant Colonel . . . . .	116
Major. . . . .	163
Captain. . . . .	684

As in the past, second lieutenants continued to be promoted to the grade of first lieutenant upon completing 18 months of satisfactory service in grade.

Promotions of reserve officers not on active duty, and reserve officers on active duty with the reserve program, generally paralleled those of the regular establishment; and were conducted under the authority of the Reserve Officer Personnel Act of 1954.



### Enlisted Programs

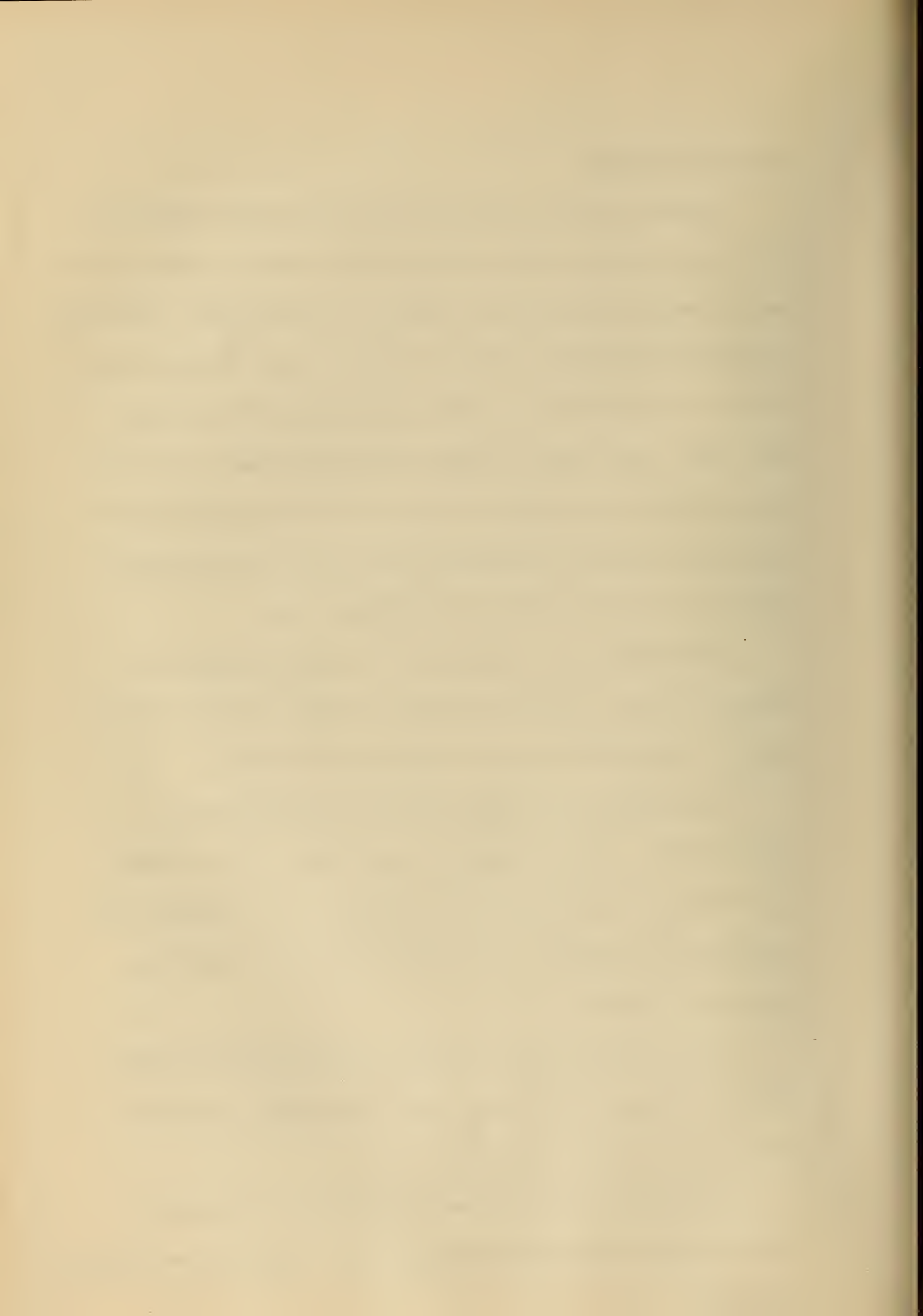
As noted earlier, this year was a year of low enlisted turnover. As a result, only 31,000 new recruits were enlisted. This was far below the capabilities of the Recruiting Service. Increased emphasis was placed on quality. The percentage of Mental Group IV enlistees was reduced to 12% compared with 26% in Fiscal Year 1957. The caliber of those enlisted from Mental Group IV was maintained at the highest level by restricting enlistments to those whose minimum qualification test score was equivalent or higher than 80 in the General Classification Test.

The Marine Corps continued its recruiting program for aviation duty only. Sufficient quotas were set to meet the needs of aviation fields in the Marine Corps and were filled.

The reenlistment of first-termers continued to be a major problem. The reenlistment rate of this group increased to 24.1% from 17% during the previous year. The increase was primarily due, however, to the effects of the early discharge programs to reenlist.

The reenlistment rate of those on their second and subsequent enlistments was 82.5% in Fiscal Year 1958 as compared with 83.1% for Fiscal Year 1957.

The reenlistment incentives program was continued in order to assist commanding officers in their command reenlistment programs.





Notwithstanding the various efforts to increase reenlistments, the Marine Corps continued to only reenlist those Marines who could effectively contribute to the accomplishment of the Marine Corps mission.

The reduction in strength in Fiscal Year 1959 will offset to a great extent the large turnover which will be experienced in that year. As a result, recruiting poses no difficulties with 41,000 new accessions required. Continued emphasis will be placed on quality.

The enlisted rank distribution of the Marine Corps at the beginning and end of the Fiscal Year is shown in the following table.

<u>Rank</u>	<u>30 June 1957</u>	<u>30 June 1958</u>
Sergeant Major		313
First Sergeant		550
Master Sergeant	7,238	6,608
Technical Sergeant	9,577	9,619
Staff Sergeant	15,856	15,252
Sergeant	25,793	27,502
Corporal	32,518	31,715
Private First Class	55,272	57,080
Private	<u>37,173</u>	<u>24,115</u>
Total	183,427	172,754

Enlisted promotion standards have been maintained at a high level, and promotion continues to be a reward which must



be earned. Maintaining these standards created a shortage of noncommissioned officers in the corporal and sergeant grades. This was accepted in lieu of compromising the traditional requirements of those grades.

The continued limited vacancies in the grade of master sergeant, technical sergeant and staff sergeant made promotion to these grades highly competitive.

Sufficient numbers were promoted to first sergeant and sergeant major so that 70% of the requirements of these ranks were filled by the end of the year. As part of the overall program, these first sergeants and sergeants major were advanced to pay grades E-8 and E-9, respectively, on 1 June 1958, upon the passage of the new pay legislation. Plans are being formulated to advance others to these new pay grades but no further advancements were effected during the year.

Promotions in the Marine Corps Reserve generally parallel those in the regular establishment. However, because of overages, only token numbers of promotions to the ranks of corporal and sergeant could be made. In other ranks promotion opportunities continued to be ample.

#### Civilian Personnel Programs

In addition to departmental responsibility, the Marine Corps exercised management control over twenty field activities at which



civilians are employed. As with military personnel, the determination of civilian personnel requirements and allocation of civilian personnel continued to be centralized at Marine Corps Headquarters. Manpower control was exercised primarily by means of current military-civilian staffing documents and tables of organization. A continuous appraisal of civilian requirements was maintained, using uniform staffing standards and the development of personnel criteria based on workload.

The Marine Corps began the fiscal year with an authorized world-wide civilian allowance of 17,814. The authorized end-year civilian allowance was established at 17,189 or 625 below the begin-year figure. This difference in the authorized allowance resulted from directed interim controls on civilian hiring, a reduction in funds available for operating and maintenance expenses and the necessity to absorb the costs of area wage increases.

#### Personnel Requirements and Utilization

During Fiscal Year 1958 the Marine Corps Manpower Management program was focused onto realization of objectives set forth in previous years and described briefly in the report for Fiscal Year 1957.

Manpower surveys were conducted during the past fiscal year at six major Marine Corps supporting activities.



Marine Corps Recruit Depot, Parris Island, S. C.  
Marine Corps Air Station, Quantico, Va.  
Marine Corps Base, Twenty Nine Palms, Calif.  
Marine Corps Supply Center, Albany, Ga.  
Marine Corps Air Station, Kaneohe Bay, T. H.  
Camp Smedley D. Butler, Tengan, Okinawa

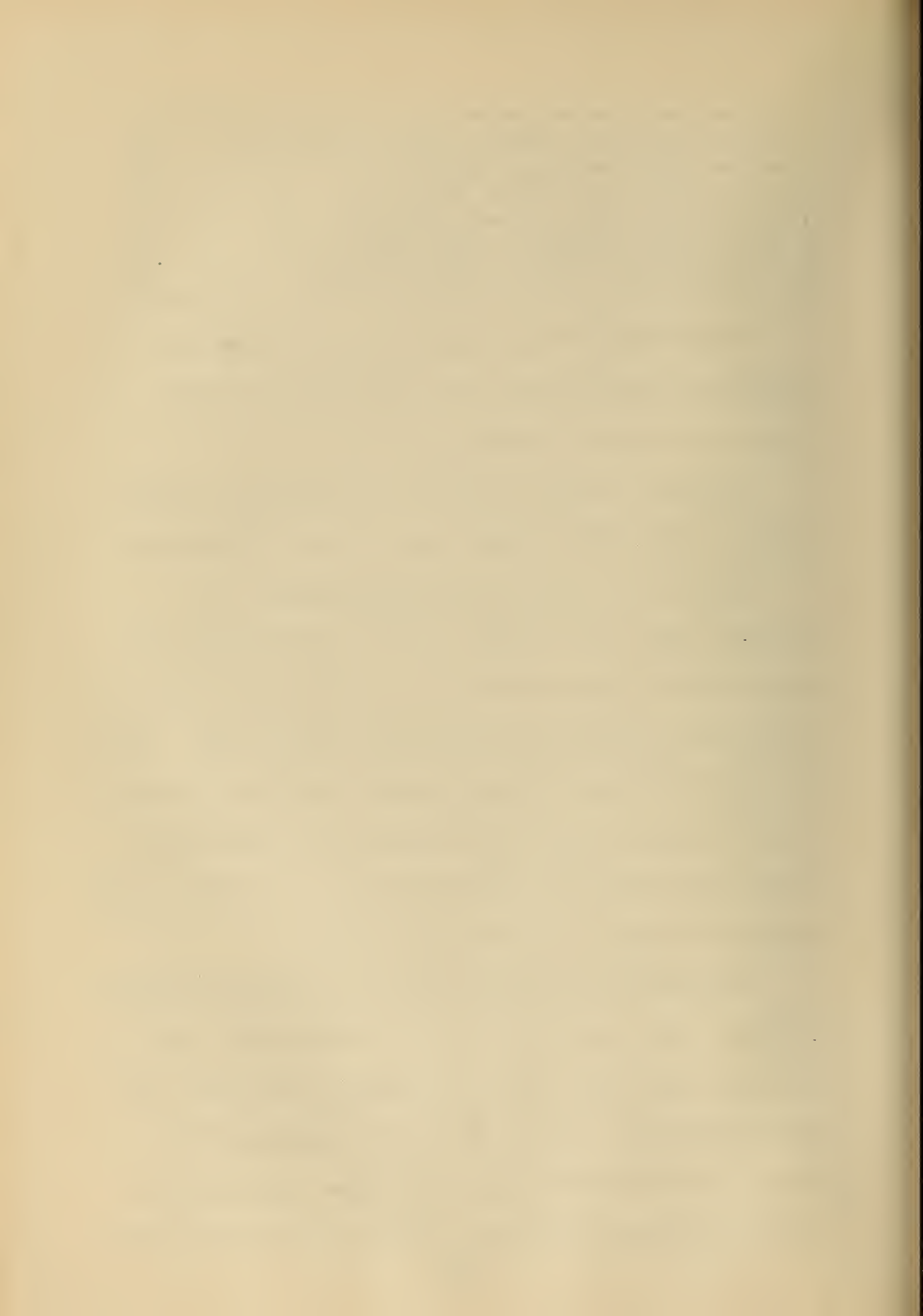
Results achieved from these surveys were excellent. Significant personnel savings were made and the utilization of available personnel was improved.

Manpower surveys concentrate on organization structure, rank structure, MOS structure, and quantitative requirements.

Marine Corps supporting activities at Albany, Ga., Barstow, Calif., San Francisco, Calif., and Philadelphia, Pa. made excellent progress during the past year with the engineered work measurement and performance standards program. Albany, Ga. reports that engineered performance standards established prior to 1 April 1958 will result in savings of over \$70,000 in Fiscal Year 1958 and over \$127,000 in Fiscal Year 1959, net after deducting the costs of establishing the standards.

Submission of the Quarterly Estimate of Manpower Requirements for Shore Activities of the Naval Establishment to the Secretary of the Navy, initiated during Fiscal Year 1957, was continued this year. This report reduces various workload elements of complicated functions to a single index which has a direct application in forecasting personnel requirements based



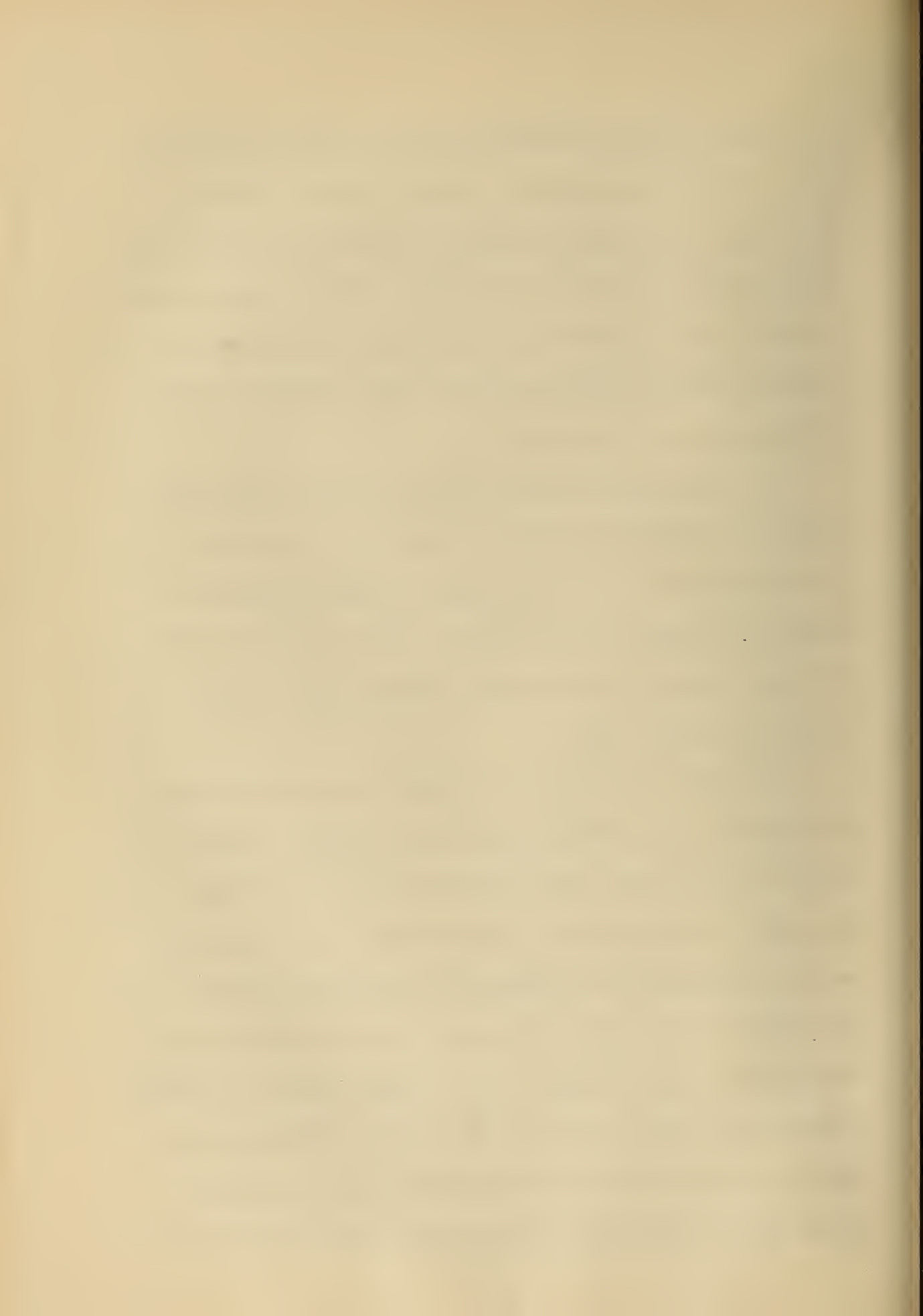




on workload. During this year the function of camp maintenance which involves the maintenance of roads, grounds, buildings and facilities and the maintenance and operation of utilities, was incorporated in this quarterly estimate. Addition of this function provides a basis for determining personnel allocations for an area encompassing approximately 30% of the total Marine Corps civilian personnel requirement.

The work measurement program for Marine Corps Industrial Relations offices continued. For the second successive year the downward trend in the number of industrial relations billets in the Marine Corps continued. From a reduction of 9% last year, further reductions approximating 6% were effected during Fiscal Year 1958.

During the third quarter of this year a workload summary and analysis of accounting and disbursing operations covering Fiscal Year 1957 and the first and second quarters of Fiscal Year 1958 was promulgated to field activities. This summary set forth statistically and graphically workload and man-hour data generated by the Marine Corps Accounting and Disbursing Work Measurement program. This summary provides a management tool which can be used by field activities and Headquarters Marine Corps in determining workload capacity and personnel justification. Evaluation of accounting and disbursing workloads



and personnel requirements based on analysis of work measurement reporting is a continuing process.

A laundry staffing criterion was approved on 24 February 1958 for all non-Fleet Marine Force activities having a Marine Corps laundry or dry cleaning plant. This criterion was applicable to 8 major Marine Corps installations. Development and approval of this criterion resulted in a reduction of 19 enlisted or civilian billets. Percentage savings amounted to 3.51%.

A personnel staffing requirements criterion was approved for non-Fleet Marine Force units having Post Exchanges (except Security Forces) on 27 February 1958. Approximately 21 activities were affected by the application of these criteria. A reduction of 9 officer billets and 219 enlisted billets was realized. Percentage reduction was 38.76%.

Similarly, a personnel staffing criterion was approved on 28 March 1958 for the 9 Marine Corps activities operating Sales Commissaries. A saving of 98 personnel was achieved with a percentage reduction of 18.99%.

On-site studies by the Inspector General of the Marine Corps indicated the feasibility of reducing supply personnel at Security Force activities. The staffing criterion was accordingly revised to more precisely meet requirements. This change, which was approved 2 April 1958, resulted in a saving of approximately 119



enlisted billets.

### Safety

During 1957 the Marine Corps experienced a reduction of over 30% in the number of personnel killed as a result of motor vehicle accidents. It is considered that a reduction of this magnitude is too significant to attribute merely to chance. Therefore, it is believed that a large measure of credit must be given to field commanders for their safety program efforts.

In continuation of its efforts to strengthen the overall safety program, the Marine Corps initiated a new accident reporting system in January 1958. This system provides for the quarterly submission of comprehensive accident statistics from all Marine Corps activities. These reports will be converted to machine records from which detailed summary statistics will be readily and rapidly available. It is believed that this system will provide a valuable analytical tool for use in the continuing battle to reduce avoidable accidents.

### Note:

The various strengths shown in Section III of this report for the end of Fiscal Year 1958 are estimates, and may vary slightly from final personnel returns.





## SECTION IV - MATERIEL PROGRAM

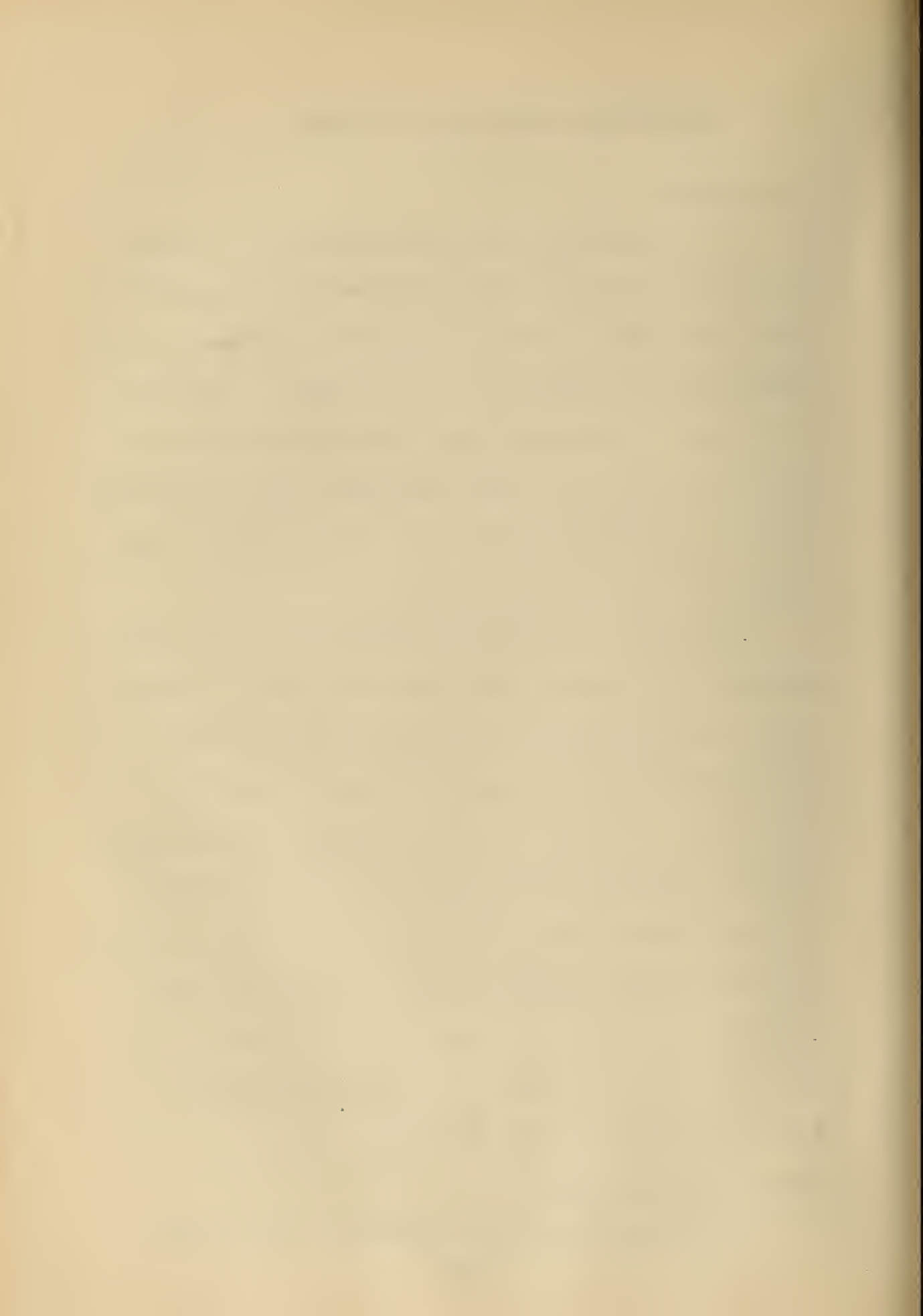
### Procurement

In the procurement of materiel it continues to be Marine Corps policy to limit procurement to those items and quantities essential for modern operations. A definite requirement must be established prior to development or procurement. Additionally, procurement of replacement items is restricted to those items which show promise of providing a definitely superior operational capability. Increased emphasis is also being made on the characteristics of lightness and simplicity.

The Marine Corps Procurement Program for Fiscal Year 1958 was initially delayed due to restrictions imposed on obligations. It was further delayed as a result of the incremental apportionment process imposed on our major procurement appropriation. When the full apportionment was received in late December, the Marine Corps had only one-half the fiscal year remaining in which to execute five-sixths of the planned program. The administrative problems induced by compressing a year's business into six months are compounded in the Marine Corps, since 90 per cent of all materiel is procured through Navy Department Bureaus and other services.

### Modernization of Materiel

During Fiscal Year 1958, replacement of all remaining





World War II LVT3C personnel-carrying amphibian tractors by the newer LVTP5 type, both in active and reserve forces, was completed. The last unit to be thus equipped was the amphibian tractor battalion in the Far East.

A program to replace all remaining limited standard M47 medium tanks with standard M48A1 medium tanks was partially accomplished and will be completed early in Fiscal Year 1959. Similarly, all remaining M32B3 tank recovery vehicles were replaced by the newer M51 recovery type, and all remaining World War II tank-mounted flame throwers were replaced by the newer M67 model.

All Fleet Marine Force elements were provided their full allowance of ONTOS vehicles. This armored, tracked, highly mobile vehicle, mounting six 106mm recoilless rifles is the principal anti-tank weapon organic to the Marine Division as now constituted. A single 106mm recoilless rifle mounted on a light-weight vehicle will provide the primary antitank weapon to the infantry battalion of the Marine Division. The 1st Marine Division is presently equipped with this weapon mounted on a jeep, although it is anticipated that all three Marine Divisions will be equipped with this battalion antitank weapon mounted on a more acceptable mobile mount, the Mechanical Mule, by end Fiscal Year 1959.



In the guided missile field, a modification program was initiated for improving the TERRIER Land Based Weapon System. This will result in a capability to fire newer missiles with double present performance envelopes. The first production units of TERRIER missile "go-no-go", completely automatic, test equipment have been delivered.

A demonstration of the engineering model of the Hawk missile firing battery set was successfully completed. This is the first surface-to-air missile system which conforms to the helicopter transportability requirements of the modern doctrine for amphibious operations.

A helicopter transportable height finding radar will be phased into the Fleet Marine Forces during Fiscal Year 1959. This equipment will permit accurate height determination on aircraft at ranges twice that of present equipment.

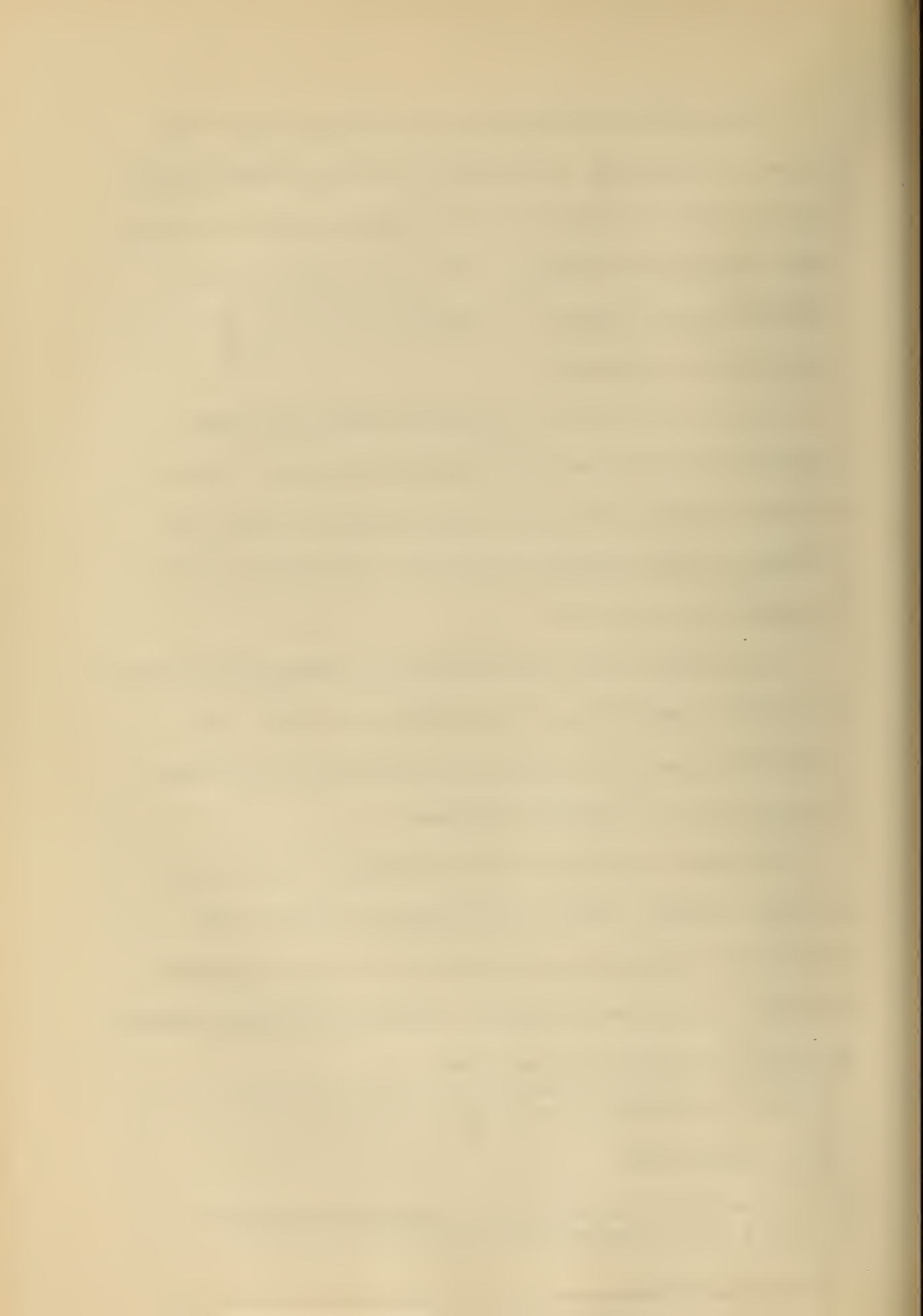
Equipment allowances for the Fleet Marine Forces were thoroughly screened during the past year with a view toward eliminating or reducing the number of heavy items of equipment. Many of the heavy items of engineer equipments were thus reduced. Examples of such items are as follows.

Hyster Cranes mounted on TD-18A tractors.

Farmall tractors.

Replacement of 105 cfm trailer mounted air compressors with a more versatile self-propelled air compressor.

Ditching machines.

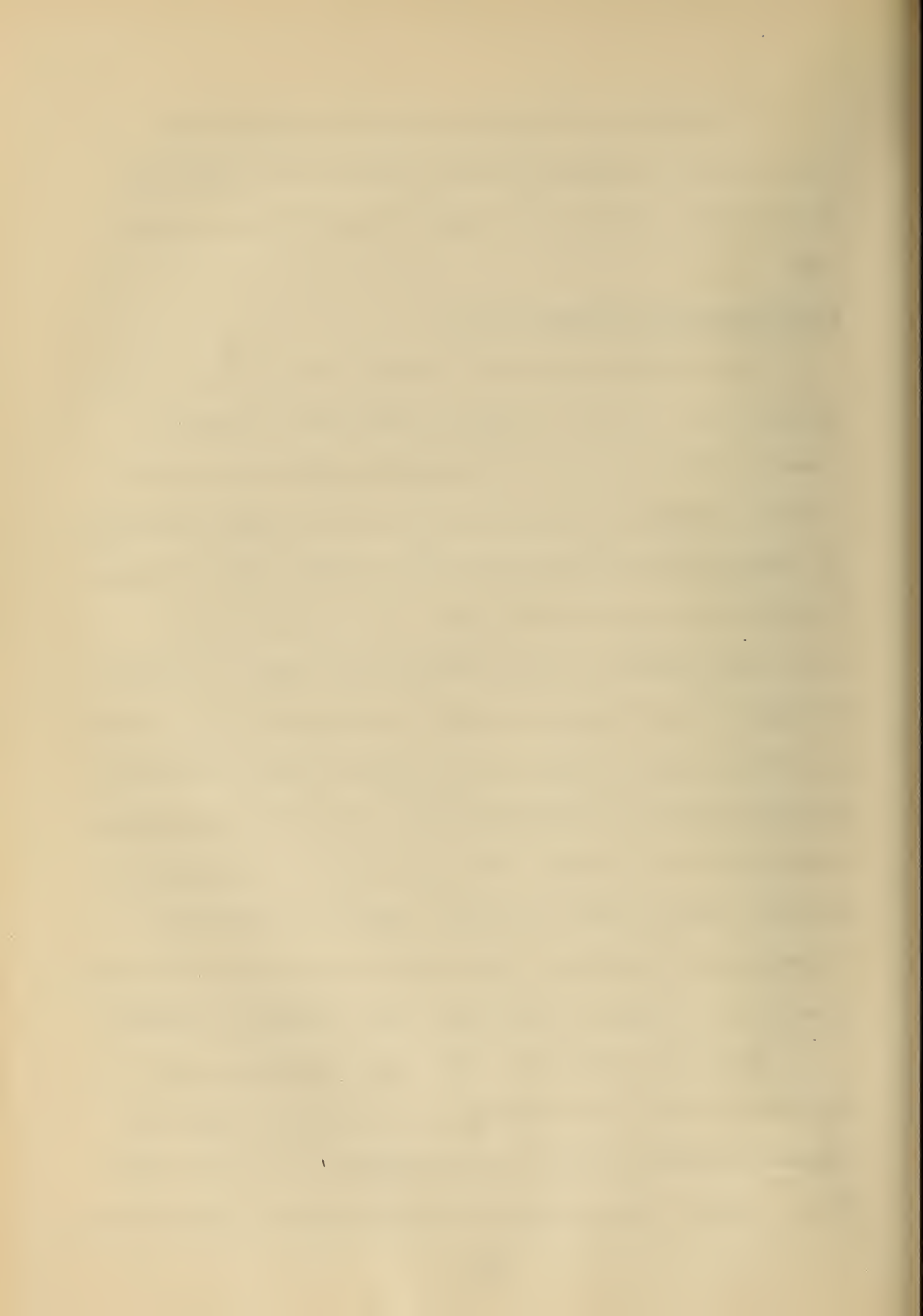


A contract was negotiated with American Motors for the procurement of 250 mighty mites (1/4 Ton-4x4 utility truck) to be field tested as a lighter weight replacement for the present M38A1 jeep.

#### Supply Distribution and Maintenance

During the past year several changes in the support of Fleet Marine Forces located in the Western Pacific were instituted in order to relieve the Army of responsibilities which they could not continue under their reduced logistic base in the Far East. Basically, the changes involved relieving the Army of logistic support responsibilities formerly furnished from Japan. The Navy was able to accept responsibility for Class V (Ammunition) support by utilizing the Naval Ordnance Facility at Sasebo. The \$14,000,000 of ammunition which the Army held for the Fleet Marine Forces on Japan was therefore transferred to the Naval Ordnance Facility, Sasebo without reimbursement to the Army. The Army, however, will continue to provide Class III support from Japan. Other support previously received from Army bases in Japan will for the most part be furnished directly from the Marine Corps Supply Center, Barstow, California.

During early Fiscal Year 1958 a Depot Replacement and Evacuation Program was established to provide for the rebuild and overhaul of the major items of combat equipment in the Fleet Marine Force, Atlantic. This program was based on approved repair standards





and provided for the rotation of complex, costly and high-density items of equipment through depot repair on a scheduled basis. Thus, it insures that all "field and battle weary" equipment receives systematic inspection and rebuild before it actually becomes inoperative. The results of the program have been so promising that action has been taken to extend it to all Fleet Marine Force units. While all of the benefits to be derived from this program cannot be determined at this time, the following are apparent:

Reduction in repair parts stock levels at lower echelon units.

Reduction in the administrative actions required to requisition and effect repairs.

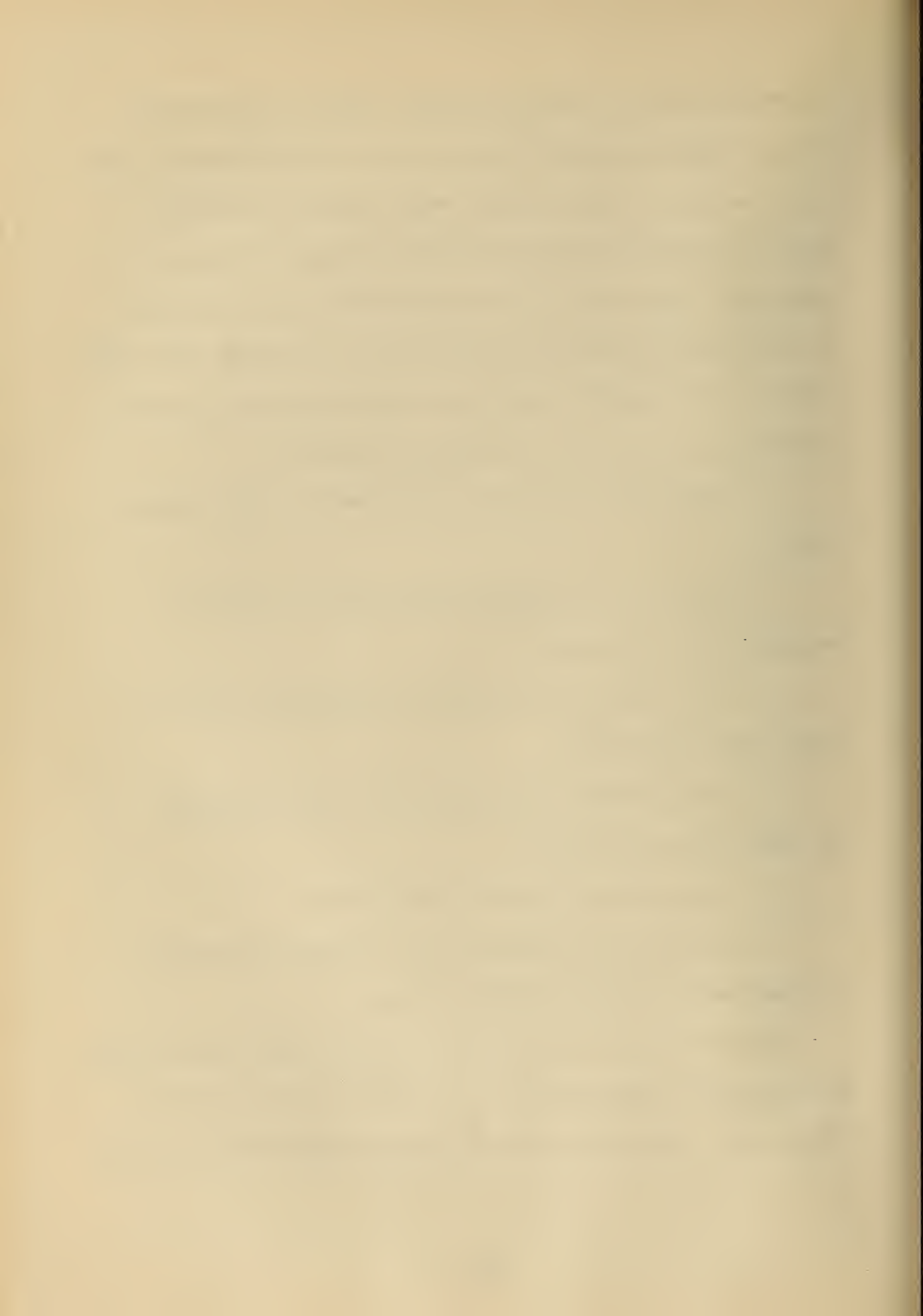
More efficient use of available maintenance personnel, skills, tools and facilities.

Improved depot repair scheduling, related budgeting and repair parts provisioning.

More efficient rotation of depot stocks.

Improved serviceability level of equipment in operating units and hence, increased combat readiness.

Action was also taken during the past year toward implementing the maintenance concept reflected in the new provisional Tables of Organization. This action included efforts to lighten the repair parts





load, to simplify maintenance and to make it more flexible and responsive to the demands of operating units. The following are some examples of progress made in this area:

A program was developed in the electronics area which provides for the replacement of unserviceable components at lower echelons rather than local repair of such components. It is planned to extend this program to other commodity areas as rapidly as provisioning, budgeting and cataloging procedures will permit.

A program was implemented to develop repair parts allowances based on Marine Corps requirements rather than accepting allowance data developed to meet the requirements of other Services. This could result in significant reductions in repair parts inventories, and facilitate more effective implementation of the previously mentioned component support program.

A program was carried forward for making more effective use of civilian contract engineers. This will improve the support available to field commanders for maintaining the growing quantities of complex equipment in the hands of combat units.

#### Mobilization Reserve Stock

Funds available to the Marine Corps in Fiscal Year 1958 were not sufficient to significantly improve the Corps' mobilization reserve stock position. Available procurement funds were used



primarily to procure new items for initial issue and to eliminate critical deficiencies.



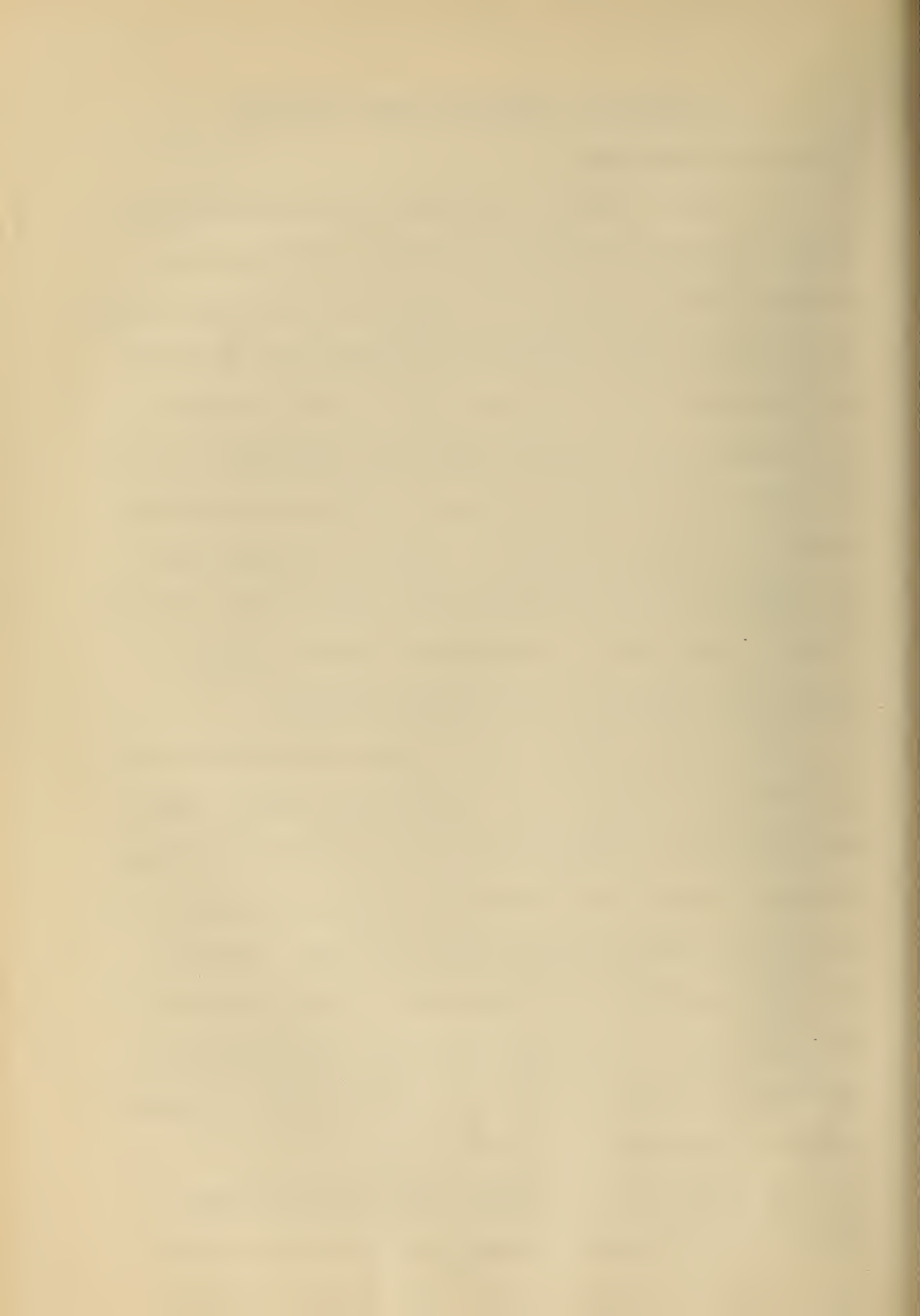
## SECTION V - INSTALLATIONS PROGRAM

### Continental United States

The primary objective of the Marine Corps installations program is to provide the Operating and Security Forces with the necessary facilities essential to the accomplishment of their missions. At most Marine Corps activities normal construction, replacement and maintenance took place during Fiscal Year 1958. Maintenance and operating funds amounting to \$88 million, including \$4.1 million for major repair and minor construction projects were allocated to Marine Corps managed activities. Appendices I and II set forth information for individual Marine Ground, Reserve and Air Stations. However, in the case of Camp Pendleton, California, certain aspects are considered worthy of particular mention.

For some time the water rights at Camp Pendleton have been a problem for the Marine Corps. Congress has refused to appropriate money for the development of permanent facilities at Camp Pendleton until assurance can be given of an adequate supply of water for the present and future needs of the Camp. During the past year progress has been made towards settling the litigation over water rights. It is anticipated that final trial of the case before court will commence in the early summer of 1958. Completion of the trial is anticipated in September 1958.

The Marine Corps is confident that the trial of the Santa Margarita River litigation will result in an assured and adequate supply of water for Camp Pendleton. Upon clearing the title for



water rights, the Marine Corps can proceed with the orderly redevelopment of Camp Pendleton.

### Overseas

The most significant impact on our overseas installations during Fiscal Year 1958 was the transfer of one regiment of the 3d Marine Division from Japan to Okinawa. With the transfer, the 3d Marine Division now occupies eight temporary camps (tents and quonsets), and one permanent installation holding 4500 troops at Sukiran. The latter permanent installation was vacated by Army units deployed from Okinawa, and was made available to the Marines in order to reduce expenditures for new construction of Marine Corps facilities. The new construction of the Marine Corps' Camp Schwab, housing approximately 6000, is scheduled for completion in the spring of 1959. The new construction of a helicopter facility at Futema will be completed near the end of 1959. Upon the completion of present permanent construction programs, there will be approximately 6000 Marines still in temporary quonset camps.

The operation and maintenance of temporary camps on Okinawa is expensive. Further the camps are extremely vulnerable to destruction by typhoons. During Fiscal Year 1958 typhoon damage repair to facilities cost \$323,000. In addition to the loss in facilities there was a loss of \$753,946 in supplies due to typhoon damage.

The Marine Corps must receive approval for additional new construction on Okinawa to eliminate the temporary camps and give all Marines on Okinawa a safe and comfortable place to live and





work, and at the same time avoid the continuing heavy maintenance cost of temporary camps.

### Fire Prevention

Continuation of an aggressive fire prevention program during Fiscal Year 1958 held Marine Corps fire losses to an exceptionally low level. During the first three quarters of Fiscal Year 1958 fire losses decreased approximately 87% and the number of fire department responses decreased 6% as compared with the corresponding three quarters of Fiscal Year 1957. Loss per \$1,000 of valuation was \$0.011 cents.

The cost of Marine Corps fire prevention and protection has also been reduced due to the implementation of new manning criteria. With improved efficiency and utilization of equipment 41 billets for fire department personnel were eliminated. These reductions have in no way impaired the fire fighting capabilities of the fire departments affected.

The increased effectiveness of the fire prevention and protection program, as well as reductions in fire losses and operating costs, was achieved through greater emphasis on fire prevention, more effective training and regularly scheduled fire protection surveys followed by vigorous action where indicated.

### Marine Corps Reserve

The Marine Corps Reserve occupied 231 facilities at the end of Fiscal Year 1958, of which 159 were jointly occupied with the Navy Reserve, one with the Army Reserve, and two with both the



Naval and Army Reserve. The remaining 69 facilities comprise 42 Federally owned training centers and 27 commercially leased facilities. A long range program, currently in effect, will reduce the number of commercially leased facilities, retaining them only when a 50 year tenancy at nominal rental is assured. This program contains 30 construction projects costing a total of \$8,595,000 spread over a five year period and will reduce annual rental costs from \$175,851 to \$92,592. Appendix 2 provides a more detailed account of the Marine Corps Reserve installation program.

#### Real Estate

The Marine Corps is continually organizing and reviewing its real estate holdings, in an effort to dispose of those facilities which are excess to its needs. The following is a list of activities or portions thereof which have been declared excess to the needs of the Marine Corps:

Daggett Annex, Marine Corps Supply Center, Barstow, California, San Bernardino County. 1082 acres. Actual Cost - \$9,993.00. Estimated cost of improvements - \$6,927,366.00 Declared to BUDOCKS as excess to Marine Corps needs on 19 July 1957. Used for storage.

Lippincott Building (1-16), Marine Corps Supply Activity, Philadelphia, Pennsylvania. Used as warehouse. Land - .578 of an acre. Building - 125,346 sq. ft. Actual cost - \$200,000.00. Estimated cost of betterments - \$443,353.90. Declared to BUDOCKS as excess to



Marine Corps needs on 6 February 1957.

Building SN-17, Marine Corps Supply Activity, Snyder and Delaware Avenues, Philadelphia, Pennsylvania. Building is government owned placed on land under lease NOM-63184 from the City of Philadelphia. Lease expired on 30 June 1957. Cost of government owned improvements is \$841,055.83. Used as warehouse. Land under lease - 3.819 acres. Annual rent - \$20,719.17. Declared to BUDOCKS as excess to Marine Corps needs on 21 March 1957.

Marine Corps Supply Forwarding Annex, Portsmouth, Virginia. 972.30 acres. Actual cost of land - \$396,013. Buildings and improvements - \$7,744,044.00. Total - \$8,140,057.00. Reported to BUDOCKS as excess to Marine Corps needs on 21 February 1958.

Marine Corps Training Center, St. Joseph, Missouri. Utilized by 4th 105mm Howitzer Battalion, USMCR. Indoor space - 26,588 square feet. Outdoor space - 7,500 square feet. Actual cost - \$15,000. Estimated cost of improvements - \$57,250.00. Reported to BUDOCKS as excess to Marine Corps needs on 19 March 1958.





## SECTION VI - TRAINING PROGRAM

### Individual Officer Training

Officer training, during Fiscal Year 1958, continued to combine the advantages of on-the-job training with formal schooling. Maximum value from the former was assured by careful adherence to career-management principles which strike a proper balance between specialization and broad experience, with continued emphasis on the development of combat leaders. Formal schooling followed the standard pattern of pre-basic training, basic training, specialist training and training at intermediate and high levels. From the standpoint of numbers trained, most schooling was conducted at the Marine Corps Schools, Quantico, Virginia. However, the Corps placed substantial reliance on schools of other services, and on joint schools, for certain advanced and specialist types of training.

In the category of pre-basic training, 2953 candidates for commissioning were trained in the Platoon Leaders Class and the Naval Reserve Officers Training Corps programs, 972 were screened and trained in the Officer Candidate Class programs, and 57 in the Women Officers Training Courses.

1486 newly commissioned male officers received their initial training as officers at the Basic School. In addition, 26 newly commissioned officers were trained in the Women Officers Indoctrination Course.





Original plans envisaged the training of 750 new Naval Aviators. However input shortages and an excess in attrition losses reduced the actual completions to approximately 500 during Fiscal Year 1958. This number was distributed in the training pipeline so that 320 students received fixed-wing training while 180 graduated with helicopter qualified designations. For future years, it is anticipated that 40% of the pilot trainees for the Marine Corps will be rotary-wing qualified while the remainder will have completed advanced training in the carrier jet syllabus. This will require some transition for those pilots destined for multi-engine squadrons during their initial service, but the benefits which accrue through standardization of training offset the disadvantages.

During the past year two major departures from past practice were under study. One of these, the Marine Aviation Cadet Program, was submitted to the Secretary of the Navy for approval and authority for implementation. This program would place the responsibility for procurement, outfitting, and administration of the Aviation Cadets destined for Marine Corps commissioning upon this Service. The other program, adopted by the Navy, would extend the obligated service of officers graduating from flight training to three and one-half years versus the two years now required. The studies revealed the desirability of such an extension, but procurement shortages heretofore have militated against immediate adoption. This proposal is



still under scrutiny and will be implemented when procurement forecasts show no reduction below required input quotas.

In accordance with the accepted career-management pattern, intermediate level schooling was provided during the year for officers between their seventh and twelfth years of service. 170 Marine Officers, plus 9 from other United States armed forces and 18 from foreign countries, were graduated from the Marine Corps Junior School, which teaches command and staff duties at the battalion/squadron and regiment/air group level. Schools of other services were also utilized to train Marine officers at this level.

Specialist training for Marine officers generally overlaps intermediate level schooling. Orientation courses were given to selected officers immediately after graduation from basic training to prepare them for assignment to artillery, engineer, tracked-vehicle, and communication units. Most specialist training, however, is delayed until the officer has had the benefit of at least one tour of line duty. In Fiscal Year 1958, approximately 2900 Marine officers received specialist training at schools conducted by the Marine Corps or by other Services in such fields as guided missiles, amphibious vehicles, communications and electronics, artillery, and aviation.

High level training of Marine officers is conducted principally at the Marine Corps' Senior School, where primary emphasis is placed on advanced instruction in the doctrines and techniques of



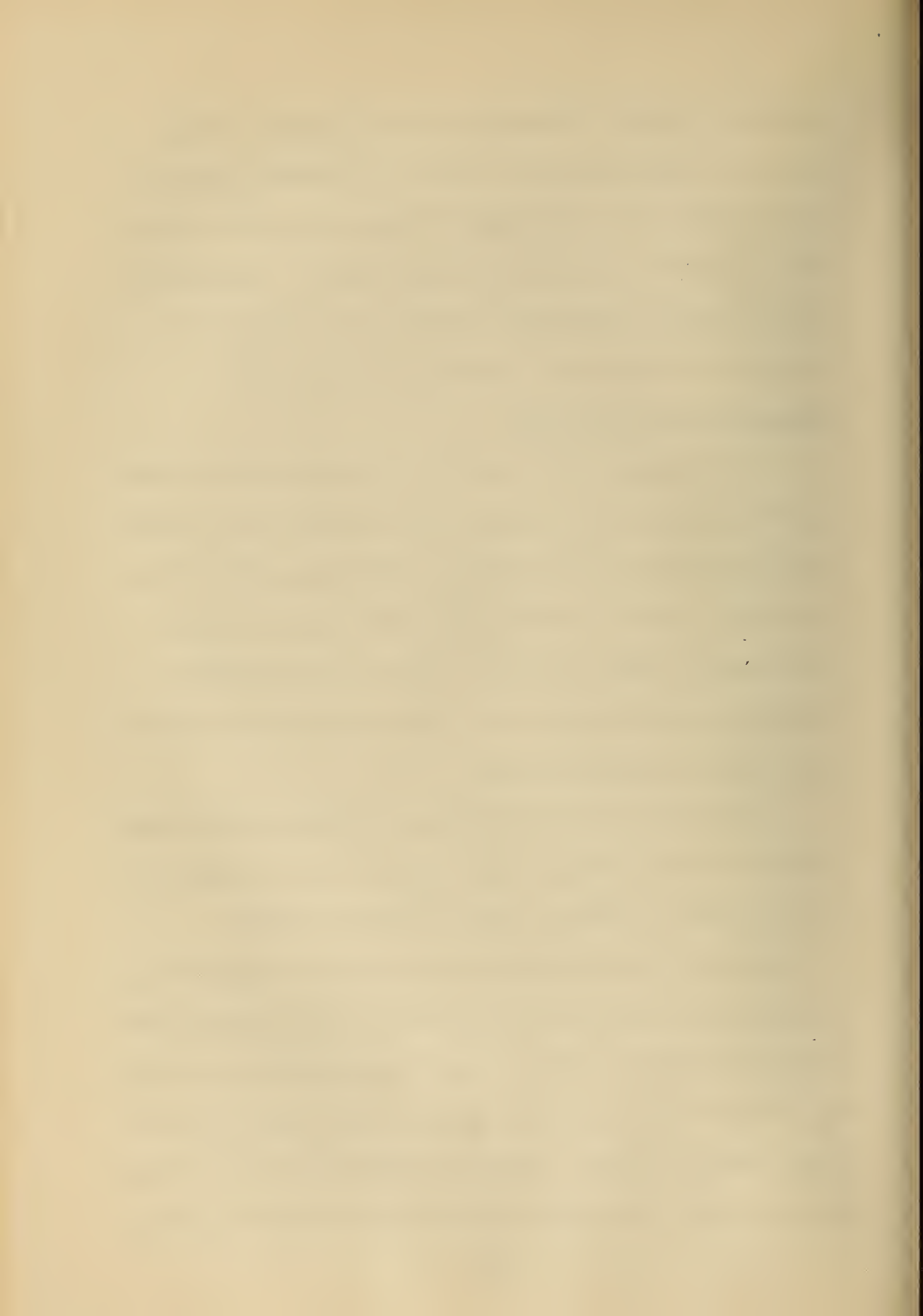
amphibious warfare. 106 Marine officers, generally in their fifteenth to twenty-second year of service, completed this training during the year, together with 12 officers from other United States Armed Forces and 8 from foreign nations. A substantial number of Marine officers also attended joint schools, foreign schools, and schools of other services at the high level.

#### Individual Training - Enlisted

Approximately 34,000 male recruits completed the 12-week recruit training course at Marine Corps Recruit Depots at Parris Island, South Carolina and San Diego, California, during Fiscal Year 1958. Some 723 women completed the 8-week course at Parris Island. Vigorous efforts to improve recruit training, initiated during the previous year, were continued during Fiscal Year 1958 with outstanding results.

On completion of recruit training, male Marines were given individual combat training at Camp Lejeune, North Carolina, or Camp Pendleton, California, before further assignment.

Specialist and technical training was given to approximately 21,300 Marines during the course of the year, with primary attention to career Marines and to noncommissioned officers who play the principal role in on-the-job training of lower ranks. Factory training was also utilized, especially in the development of aviation technical skills. The latter continued to pose a difficult problem,





due to the rapidly growing complexity of aviation equipment and the introduction of new aircraft. The training methods mentioned above were supplemented in the case of aviation personnel by extensive use of mobile trainers and by means afforded by Fleet Introduction Programs.

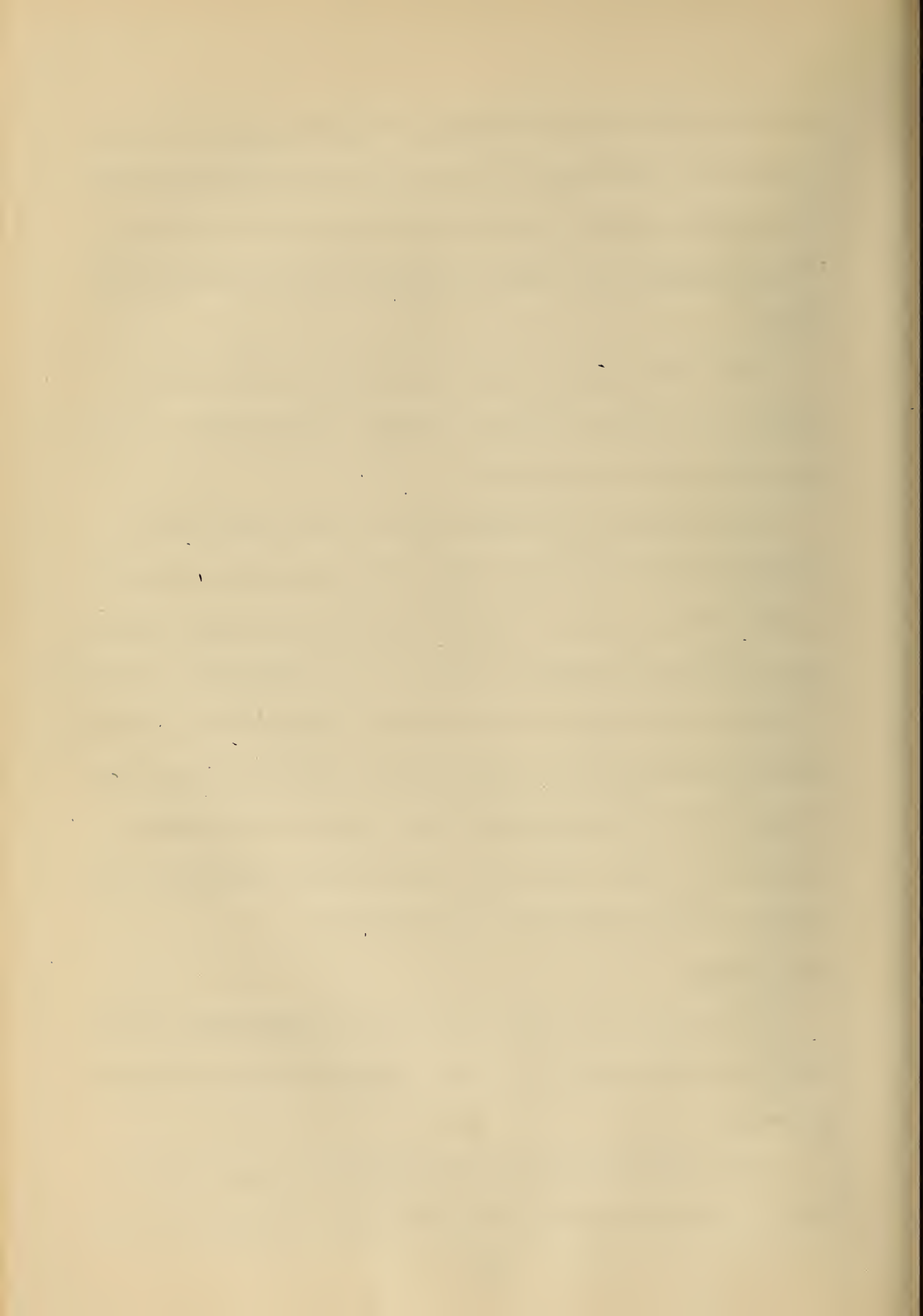
About 7,500 Marines completed cold-weather and mountain training at the Marine Corps Cold Weather Training Center, Bridgeport, California, during the year.

Approximately 4,285 enlisted Marines were trained in the Aviation Fundamentals Schools (Class "P") and 5,213 were trained at other technical schools. The factory and mobile trainer programs were well utilized throughout the year. Some difficulty was experienced in filling the desired quotas to such highly complex schools as advanced electrician and electronics courses and the output from Ground Control Approach training was limited due to the lack of equipment available for training. However, in other respects the Marine Corps was able to meet requirements in all specialties.

#### Unit Training

Unit training in all major commands of the Fleet Marine Force was conducted in progressive cycles to maintain and increase combat readiness.

The 1st Marine Division and the 3d Marine Aircraft Wing conducted two Combat Support Landing Exercises, 2 Regimental Landing





Team/Marine Aircraft Group Landing Exercises, 5 Battalion Landing Team/Helicopter Squadron Landing Exercises, 2 Battalion Landing Team Landing Exercises, 1 Amphibious Reconnaissance Exercise, 3 Cold Weather Field Exercises, at the Cold Weather Training Center, and a Cold Weather Landing Exercise in Alaska.

The 2d Marine Division and the 2d Marine Aircraft Wing conducted 1 Division/Wing Landing Exercise, 1 Regimental Landing Team/Marine Aircraft Group Landing Exercise, 1 Regimental Landing Team Unit Training Exercise and 1 Battalion Landing Team Exercise. Also, two Regiments held a Field Exercise devoted to Intelligence. The above exercises were in addition to the several landing exercises conducted by each Nelm Battalion.

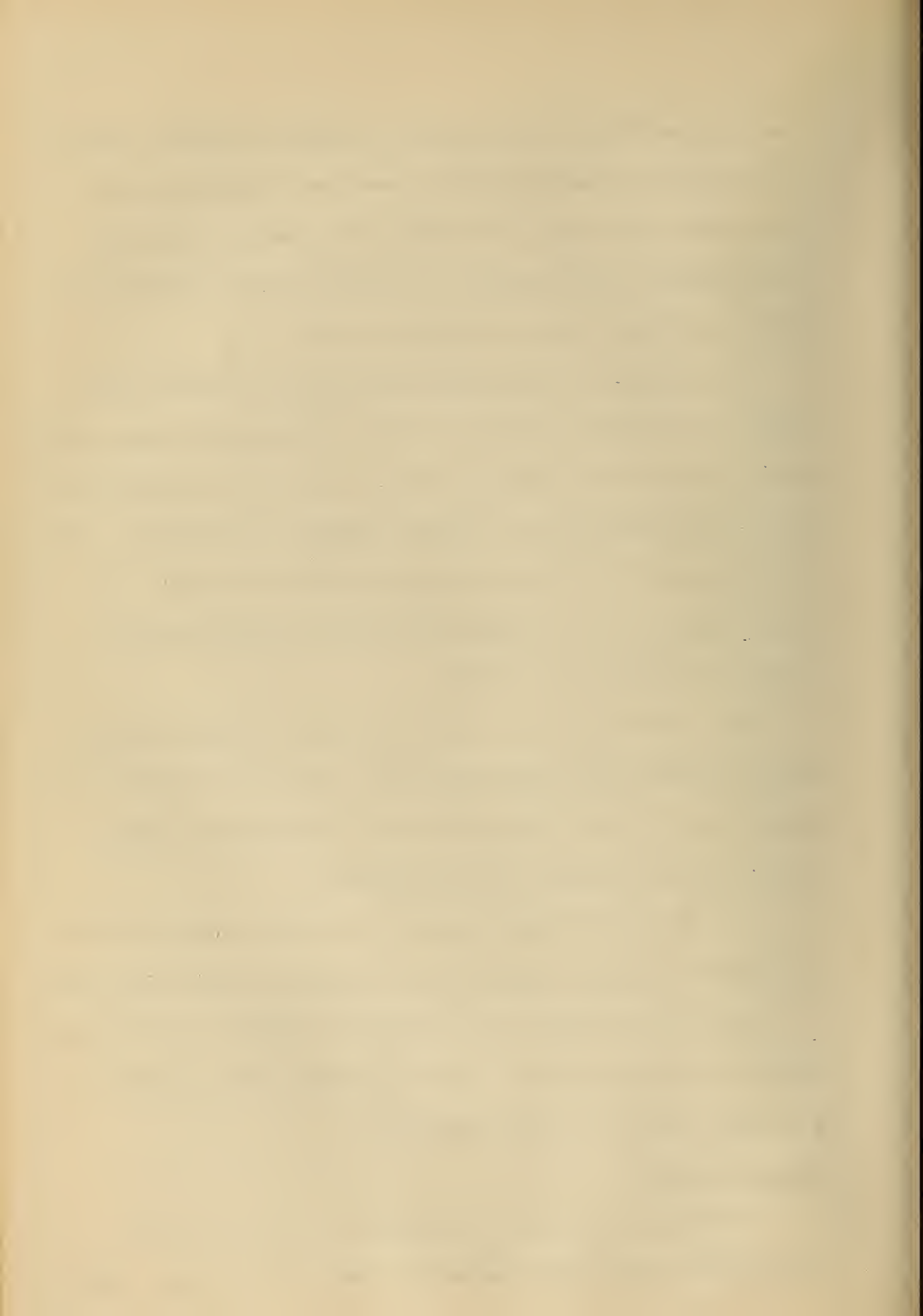
The 3d Marine Division and the 1st Marine Aircraft Wing conducted 1 Division/Wing Landing Exercise, 2 Regimental Landing Team/Marine Aircraft Group Landing Exercises and 6 Battalion Landing Team/Helicopter Squadron Landing Exercises.

The 1st Marine Brigade conducted 1 Brigade Landing Exercise and 3 Battalion Landing Team/Helicopter Squadron Landing Exercises.

The above exercises were supported by necessary Force Troops units and the Headquarters of both Fleet Marine Forces provided command groups for the larger maneuvers.

#### Reserve Training

Training of ground units consisted of 23 or 46 drills at the training center and 15 days annual field training for all units. During



annual field training, practical field work and occupational field training were stressed.

Reserve aviation squadrons and groups trained at home on an annual basis of 46 and 23 drills, respectively. All were double drills of at least eight consecutive hours duration. Annual field training of 15 days for all units was carried out at stations of the regular establishment, or at home stations.

Reservists participated in active duty for training within budgetary limitations, dependent upon the requirement for training and the availability of the individual. This included periods of 15 days to 90 days for attendance in formal schools, on-the-job training with regular units and service with the Fleet Marine Forces. Individual training included associate duty with organized reserve units and reserve elements of other services, extension courses, active duty for training without pay and other types of duty. Some 5,000 officers and enlisted Marines were members of Volunteer Training Units and attended regularly scheduled meetings.

### Special Training

The Advanced Base Problem of the Marine Corps Schools, an 8 hour exposition describing the planning and execution of a major amphibious operation, was presented during the year at the National, Army and Navy War Colleges, The Air University, and several other service schools, as well as to a number of major



Marine Corps and Navy commands. In addition, this problem was presented at the United Kingdom Joint Services Amphibious Warfare Center, and at NATO's CINCSOUTH Headquarters in Naples.

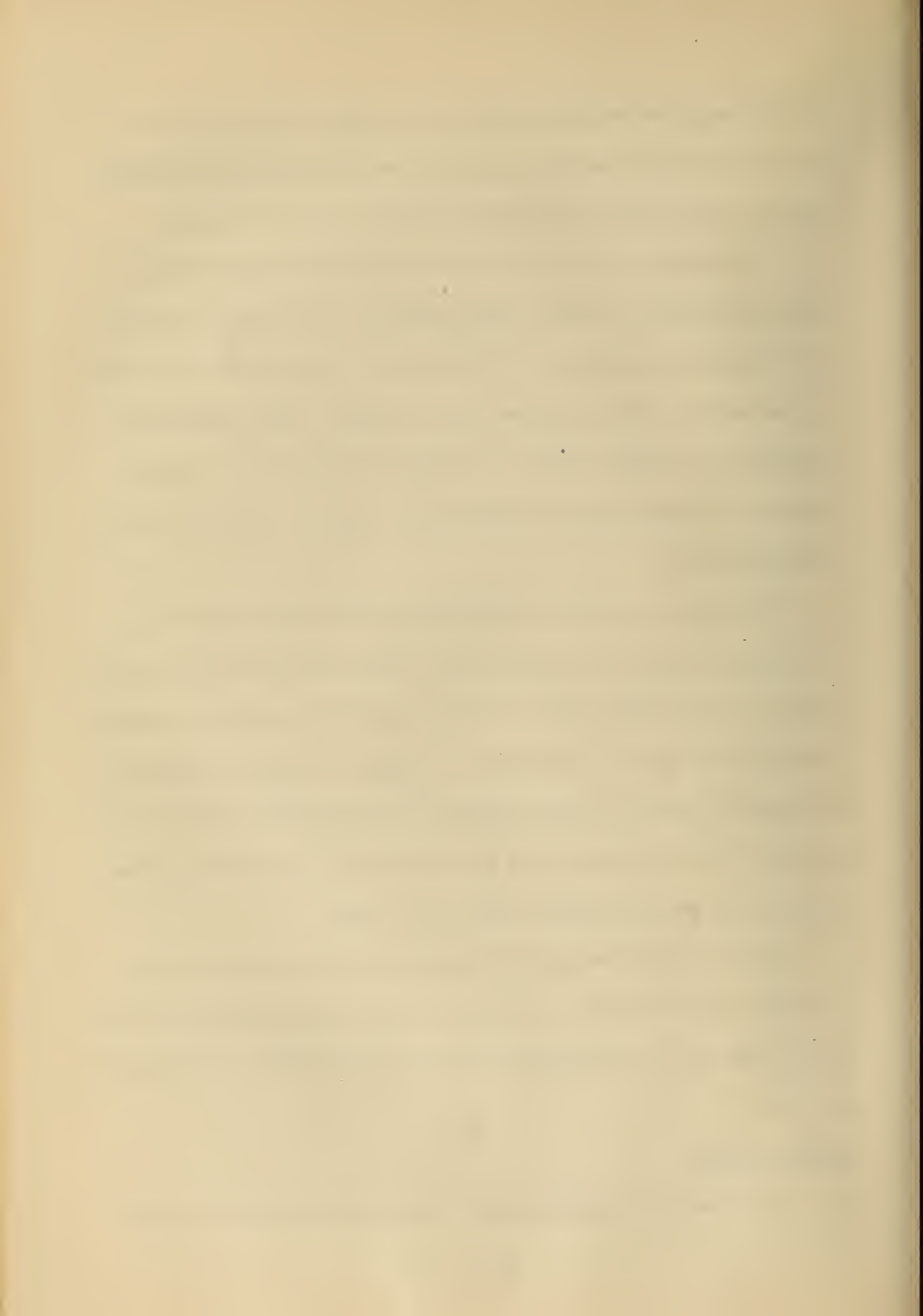
The Landing Force Instruction Team of the Marine Corps Schools presented a problem describing the planning and execution of an amphibious operation involving smaller forces than those which are the subject of the Advanced Base Problem. This presentation was made to all major Marine commands, to reserves in several different geographic areas of the country, and to a number of other service schools.

The larger amphibious CPX which traditionally culminates the scholastic work of the Senior and Junior Schools was again conducted in Fiscal Year 1958, with the capable and cooperative support of the Atlantic Fleet. Although the shortage of amphibious shipping and certain operational requirements reduced available ships for the exercise, it was gratifying that the schools could conduct the afloat phase of this exercise after a lapse of two years.

The 4 week screening and training program for Marines who are to be assigned to State Department posts abroad continued during Fiscal Year 1958. 636 Marines were screened in this course during the year.

#### Marksmanship

Proficiency in marksmanship, as measured by qualification



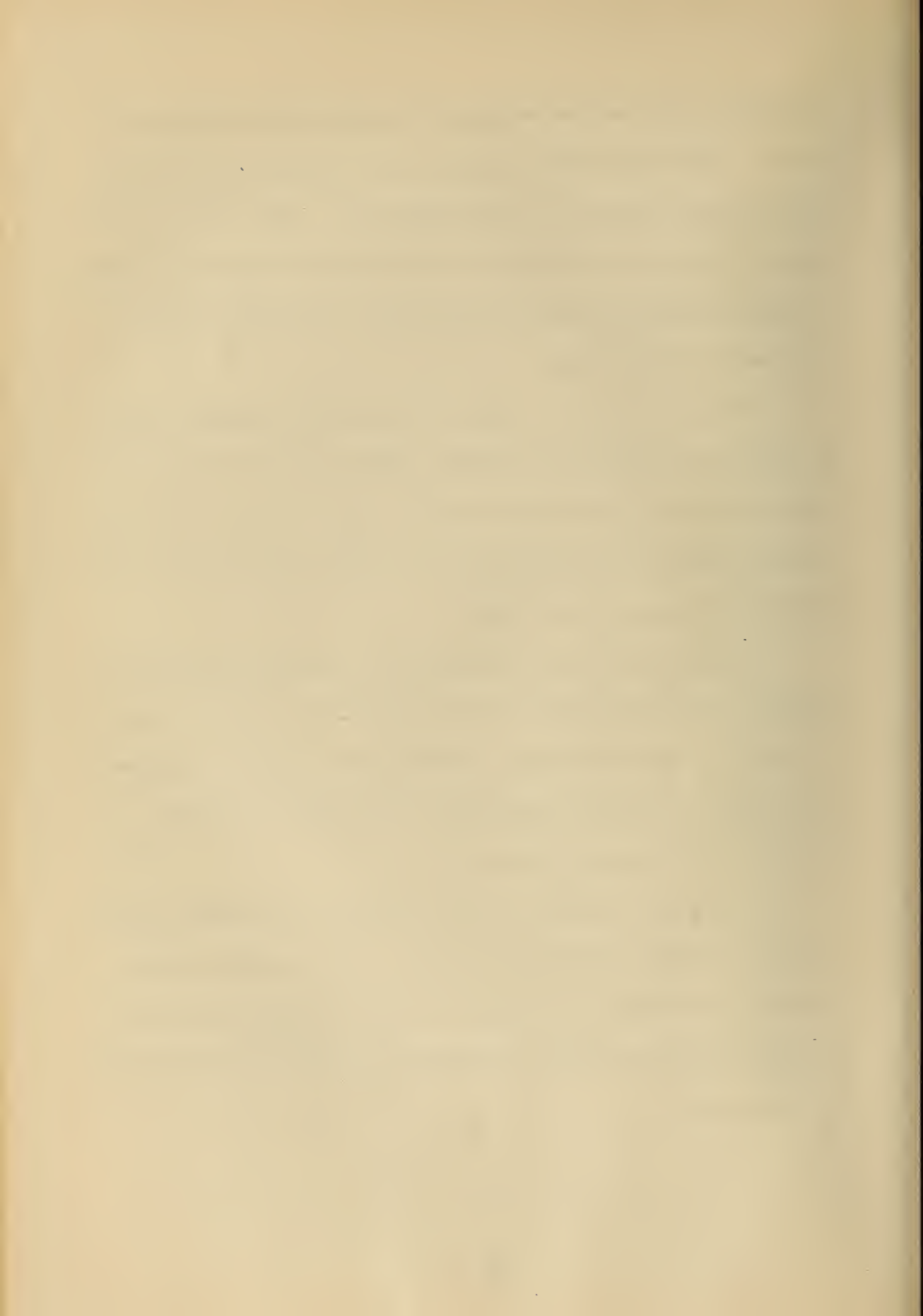


percentages, has been increased to the highest level of the past 25 years. A continuing effort is being made to improve the quality of instruction and efficiency of range operations. Also, a considerable saving in manpower and funds has been realized through the revision of range operating procedures and the use of automatic targets on the combat training ranges.

Introduction and use of electronic automatic "pop-up" targets in combat marksmanship training has added greatly to realism and effectiveness of both individual and unit combat training. Additional combat ranges will be completed and available in FY 59 for the Fleet Marine Force units on both coasts.

Competitive marksmanship proficiency has also improved as attested by record breaking scores achieved in the annual Marine competitions. Most important is the fact that the greatest number of personnel on record competed this year in spite of reduced strength and continuing commitments.

The training received in a more efficient qualification system, a better conducted competition program, and in expanded combat marksmanship firing, should result in continued improvement in the high standards of combat proficiency of which the Marine Corps is justly proud.





## SECTION VII - RESEARCH AND DEVELOPMENT PROGRAM

During Fiscal Year 1958 substantial progress was made in the formulation of a sound research and development plan based on the recently revised research and development policies and procedures for the Department of the Navy. Of particular importance was the approval and promulgation of Marine Corps research and development planning objectives, which provide long range guidance for the refinement of systems and requirements to support the approved doctrine for modern amphibious operations.

### Tactics and Techniques

With the advent of new equipment and increased numbers of helicopters, it has been possible to increase our efforts in developing and testing the tactics and techniques so essential to full achievement of our modern doctrine.

The USS Thetis Bay was continually committed to amphibious exercises and tests on both the West Coast and in the Far East. An increasing number of units have now participated in the vertical assault launched from the sea.

On the East Coast during LANTPHIBEX 1-58 the Fast Landing Force Concept was tested for the first time. A Marine Regimental Landing Team with supporting helicopters was embarked aboard three aircraft carriers and a cruiser, transported at high speed to the "objective" area and landed by helicopter. The Fast Landing



Force is a practical capability in our Fleets today and a major step towards a complete helicopter assault capability in the foreseeable future.

Reorganization of the Fleet Marine Forces, now virtually completed, has resulted in both air and ground units of lighter-weight, greater mobility and greater firepower which are more responsive to the requirements of modern amphibious operations.

The Marine Corps Landing Force Development Center, a component of Marine Corps Schools, continued to analyze exercise and test reports from the field, to study tactics and techniques from both theoretical and practical viewpoints, and to convert the results of these efforts into recommended changes in doctrine and procedures.

A Marine Corps-wide Intelligence Symposium stimulated interest and developed improved doctrine and educational programs in this area.

Preparations for actual operations as a result of crises throughout the world have done much to enhance progress in tactics and techniques on a practical basis.

Of major import this past year has been a Navy-Marine Corps revision of Naval Warfare Publication-22, the basic doctrine for amphibious operations. The revision approved by the Chief of Naval Operations and the Commandant of the Marine Corps has been forwarded to the Chiefs of Staff, U.S. Army and U.S. Air Force for their comment.

#### Material

Summarized below are a few of the more noteworthy elements



of the material development program in order to show the scope of the program and some of the results achieved. While most of this development effort is carried on by agencies external to the Marine Corps, it is guided and closely supervised by the Marine Corps to insure that the equipment meets landing force requirements.

Development of guided missile weapons to meet the peculiar requirements of the Marine Corps proceeded as planned. Modification of the TERRIER air defense weapon to improve its capabilities was carried forward. The joint program with the Army on development of a helicopter transportable HAWK air defense weapon proceeded according to schedule with early delivery of combat equipment anticipated in time to support activation plans for HAWK units. The joint program with the Army on the LACROSSE field artillery guided missile weapon ran into developmental delays and the scheduled activation of units with this weapon was adjusted accordingly.

Development proceeded on an extremely light, man-portable air defense missile for Marine Corps and Army use. A small quantity of anti-tank missiles were procured for test purposes.

Field artillery weapons, including rockets and boosted rocket weapons, received attention during the past year with major development emphasis being placed on the boosted rocket weapon. This boosted rocket weapon is being considered as a possible replacement





for the 105mm Howitzer and heavy mortars in the close support role.

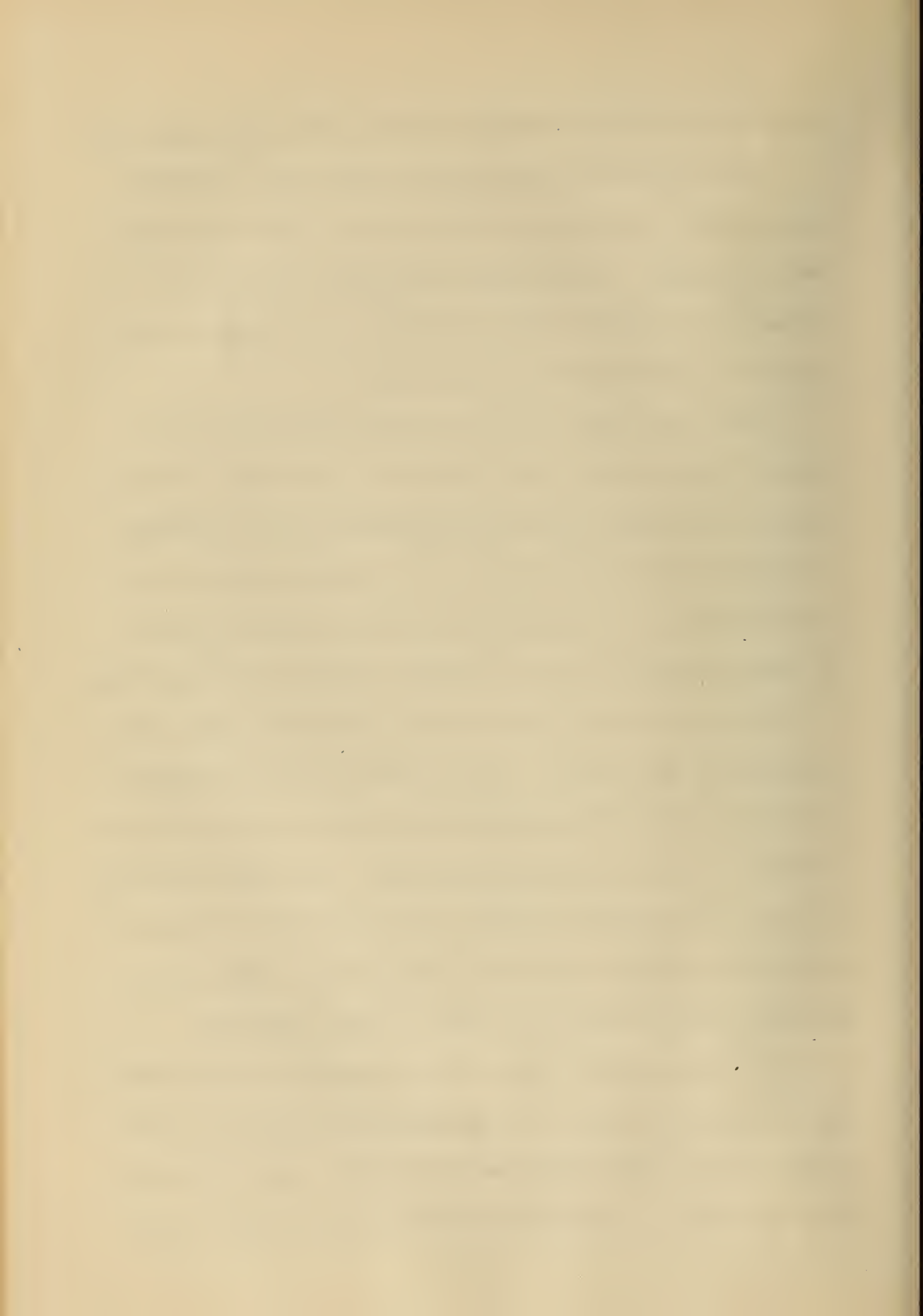
Tests of the new 7.62mm rifle and machine gun, completed during the year, resulted in a decision to adopt these weapons for Marine Corps use. These weapons will replace existing .30 caliber rifles, automatic rifles and machine guns throughout the Marine Corps during the next several years.

Operational tests of vehicular mounted commercial single sideband radio equipment were conducted by the 1st Marine Division. Results of these tests were highly satisfactory and the techniques of single sideband equipment were proven technically feasible and highly desirable. An accelerated program was initiated to equip the Fleet Marine Forces with militarized versions of this equipment.

332 light weapons infantry carriers (Mechanical Mules) have been procured for troop test. The 1st and 2d Marine Divisions are conducting the test with the vehicle being used in all aspects of logistical support and as a light weapons carrier. The 106mm Recoilless Rifle has been mounted on the Mule. This combination provides the Infantry Battalion with a helicopter-transportable, highly mobile, anti-tank capability which has not been possible in the past.

A contract has been made with American Motors Corporation for the manufacture of 250 1/4-ton lightweight trucks for troop test. Initially six production prototypes will be built. These vehicles are to be tested at U. S. Army test facilities and at the Marine Corps





Equipment Board. At the successful completion of this testing, the remaining 244 vehicles will be manufactured.

Three major items of sectionalized engineer equipment (TD-18 tractor, 10 cu. yd. scraper and a motor grader) have been developed as prototypes and are nearing completion of service testing. This sectionalization program will provide an engineer capability to support the modern amphibious doctrine until the fruition of development of ballastable engineer equipment. A three ton rubber tired crane is also being developed to provide a lift capability within the helicopter landing zone. This crane will be capable of handling loads up to 6000 pounds. It will be air transportable and will be capable of being sectionalized so as to be helicopter transportable.

Development in the area of body armor and other personnel protection equipment has continued to advance. The Man-Load Body Armor concept, which combines the normal man pack load and body armor into a single garment is in the stage of development of prototypes for limited evaluation. In this respect basic research in the optimum distribution of armor on the individual is being conducted by Naval Research Laboratory. Development and testing of new ballistic materials are also being conducted at the Naval Proving Ground, Dahlgren and the Naval Research Laboratory.

The Research and Development of the Armored Boot for mine



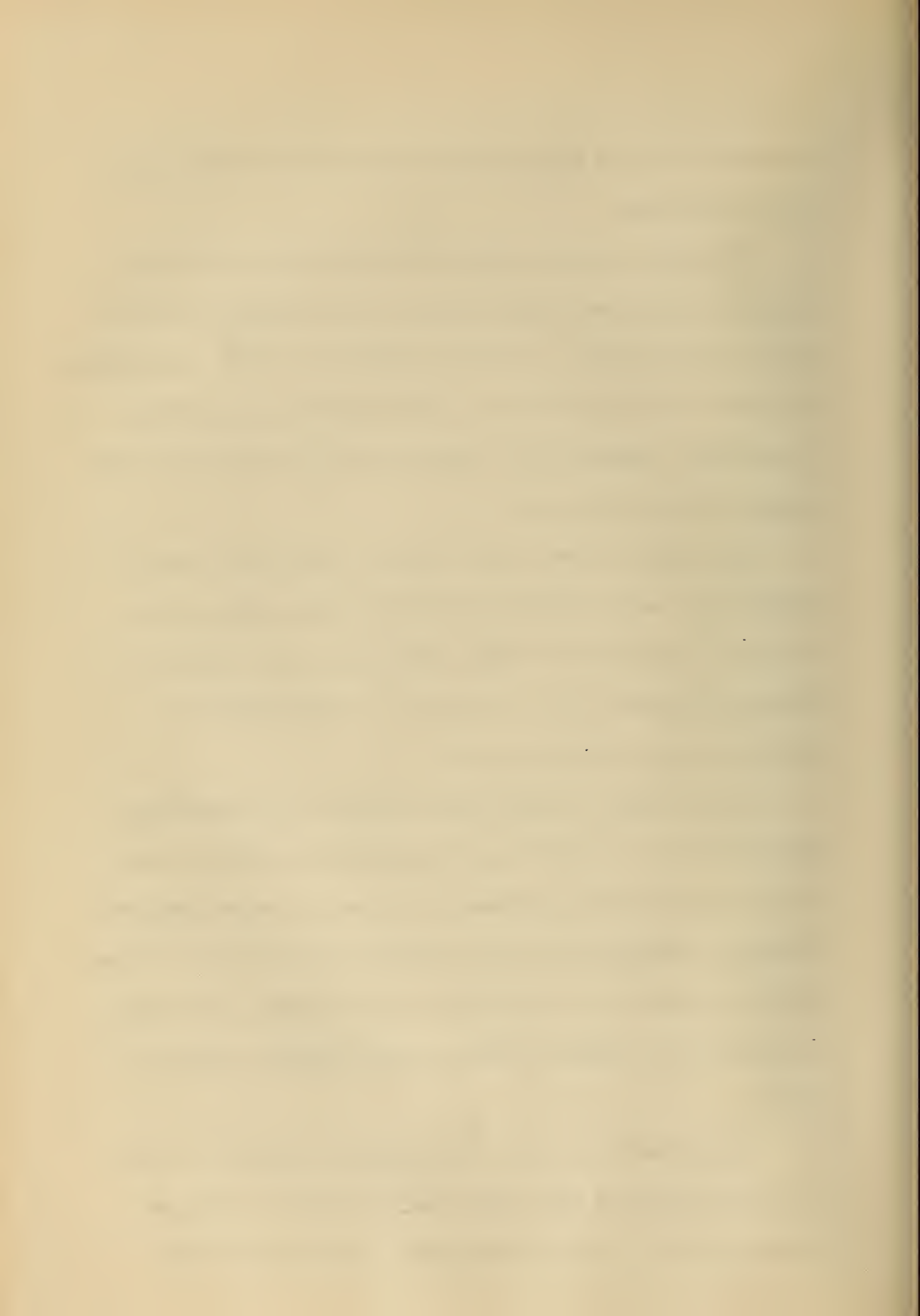
clearance teams has been completed and the item is now ready for service evaluation.

The Marine Corps Landing Force Development Center in conjunction with Naval Supply Research and Development Facility, Bayonne, New Jersey, is conducting equipment studies of platforms, containers and lifting devices in order to enhance the capability of logistically supporting the Landing Force through the use of the assault transport helicopter.

The Marine Corps is also continuing development work on improving the aerial delivery of supplies by high speed tactical aircraft. In this respect further development of the Rotochute has been suspended in favor of work on the improvement of parachutes as the retarding device.

Developmental techniques and equipment in the intelligence field continued to be monitored, with particular attention to those relating to battlefield surveillance. The Marine Corps-developed Battlefield Area Surveillance and Integrated Communication System (BASICS) appears to be noteworthy in this connection. The system is scheduled for feasibility tests at Camp Pendleton in the near future.

In the aviation electronics field, major emphasis was placed on ground equipments which will enhance the Marine Corps air defense capability. Projects have been established for light,

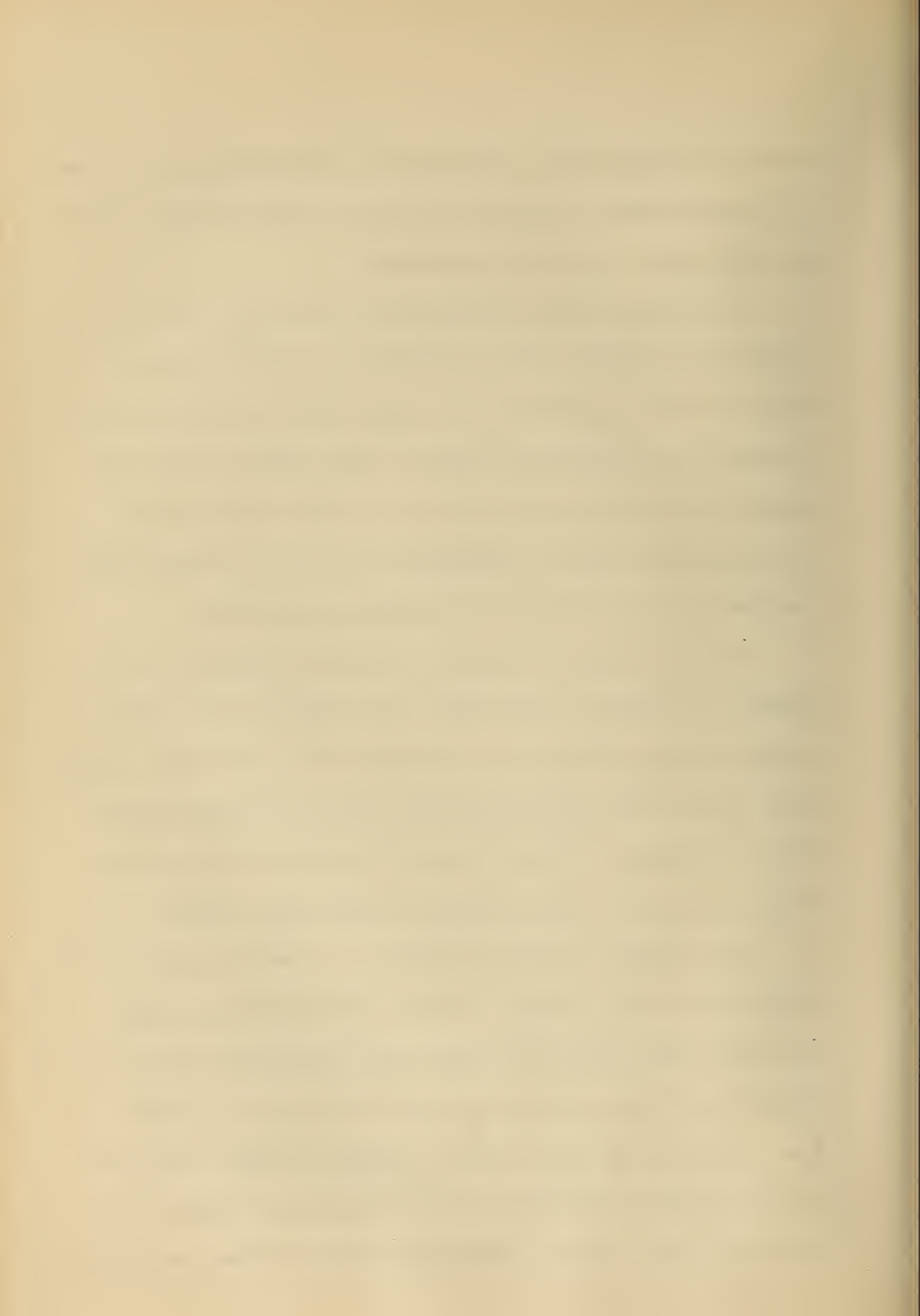


helicopter-transportable radars capable of rapid installation in order to provide coverage against high performance enemy aircraft during the early stages of amphibious operations.

The Marine Corps' vertical assault doctrine for modern amphibious operations requires that tactical aircraft be moved ashore as early as possible for air support and defense of the large number of troop carrying helicopters. Short tactical support airfields must be quickly constructed to accomplish this objective. Three important items of equipment are involved in this short field doctrine: the aircraft catapult, arresting gear and JATO.

Catapult: Tests on the M-1 A catapult are being held up at present due to technical difficulties. This catapult in its present configuration is still unsuitable for expeditionary operations. In May 1958, the Air Force discontinued tests with its two engine turbocat. BuAer is studying a proposal to obtain the hardware from the Air Force and modify it to an operational expeditionary catapult.

Arresting gear: Designing equipment to absorb energy has not been as difficult as designing a catapult which generates energy. Excellent results are being achieved with the five sets of Mark V MOREST gear now used by Fleet Marine Force units. This gear has been used in the field in several training exercises. Its advantages are ease of installation, proven reliability and simplicity of operation. It is, however, bulky and heavy for air transport and is





not helicopter transportable.

Three sets of M-4-1 (water squeezer) gear will join fleet units in Fiscal Year 1959. This equipment has increased capability over the MOREST, weighs one-third as much, and is helicopter transportable.

JATO: BuAer is completing flight tests of an A4D equipped with JATO. Present plans are for equipping one A4D and one F8U squadron with JATO. This will provide a limited short field capability pending development of an acceptable catapult.



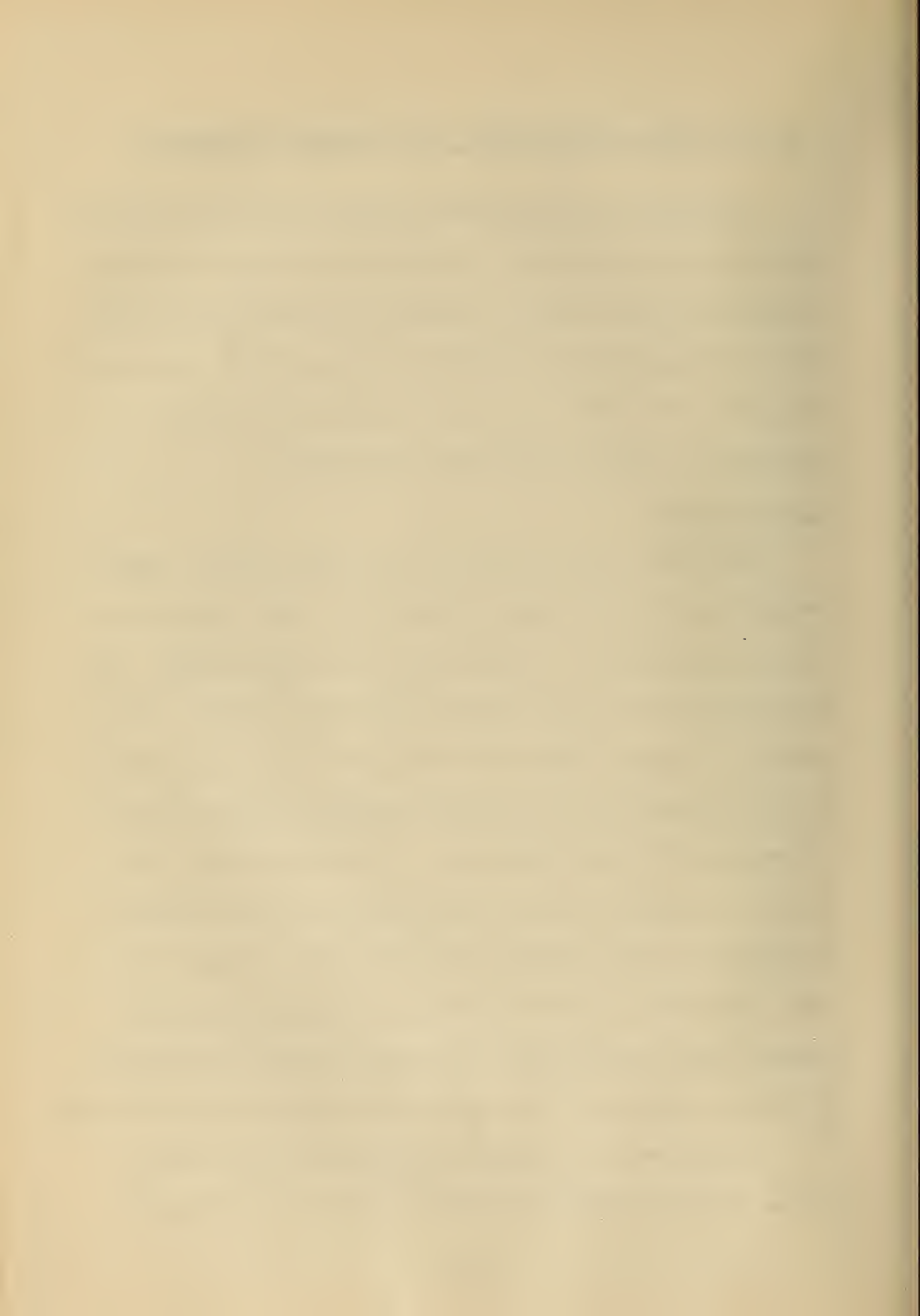
## SECTION VIII - MANAGEMENT IMPROVEMENT PROGRAM

The Management Improvement Program is an over-all program embodying related subordinate programs for improving the efficiency and capabilities of the Marine Corps as a whole, but directed principally at the supporting establishments. Major progress was achieved during Fiscal Year 1958 in all aspects of the program and are commented on in detail in the following paragraphs.

### Data Processing

In the field of data processing, this has been a year of implementing recommended changes resulting from studies conducted in Marine Corps personnel, materiel and fiscal accounting areas. One such study was in the area of Reserve Personnel Accounting. Upon approval of the study, responsibility for reserve personnel accounting was transferred from a centralized processing point to the respective Reserve District Directors. . To accomplish this, six punch card installations were activated within the Reserve District Headquarters, with a seventh to be activated early in Fiscal Year 1959. This makes available to District Directors ~~the~~ necessary personnel detail and statistical data required for rapid and efficient mobilization and for peace time administration of our Reserve Program.

To increase the accounting capabilities of the Fleet Marine Forces, the first provisional, mobile Data Processing Installation



was activated on 1 June 1958 and assigned to operational control of the Commanding General, First Marine Division, Fleet Marine Force. This is the first of several planned mobile installations to reduce the accounting problem within the operating forces of the Marine Corps.

Installation of the first electronic computer, for Supply Management, is planned for July 1958 at the East Coast Supply Center, Albany, Georgia. The second computer is scheduled for installation in September 1958 at the West Coast Supply Center, Barstow, California, and the third in October 1958 at the Supply Inventory Control Point, Philadelphia, Pennsylvania. Sites for these three electronic computers are in the final stages of completion and will be ready for the computers by installation time.

The program for the modernization of personnel accounting is well under way. Three medium-size computers have been selected for this program and will be installed in the first half of Fiscal Year 1960. These computers will be located at Camp Lejeune, North Carolina, Camp Pendleton, California and Headquarters Marine Corps, Washington, D. C.

The communication facilities connecting the major supply activities to the Supply Centers have been installed and are in operation. In order to insure maximum use of these very expensive leased telephone lines, the Marine Corps is participating with the



Bureau of Naval Personnel in the use of the lines on a shared basis. Similar procedures will be employed in the Personnel Electronic Data System.

### Directive System

The Directive System, which provides for a systematic and coordinated procedure for the issue of orders and bulletins concerning matters of policy and administration for the Marine Corps, has been expanded to include technical data. The system provides for a basic order on each type of Marine Corps equipment. Through the use of supplements to the basic orders, directives and publications of a technical nature are incorporated under one subject-numerical designation. The installation of this method results in making it possible for workshops to have one single reliable source of current information on a particular item of equipment. At the same time approximately 300 miscellaneous technical publications and 250 Marine Corps Orders have been eliminated.

Through a more effective utilization of Data Processing Facilities in the preparation of the Directives Quarterly Check-lists, preparation time for a quarterly summary of effective directives has been reduced from 56 to 16 man days per year.

### Paperwork Management

#### Forms Management

Forms Management at Headquarters in the past year





has resulted in the standardization of 38 forms, revision of 108 forms, and elimination of 104 forms.

A Management Survey of Forms and Publications provided the basis for these accomplishments in the Forms Management Program.

#### Records Management

Records Management at Headquarters in the past year has resulted in the transfer of 3,532 cubic feet of records to records centers. The transfer has made available for re-use 3,566 square feet of space and filing equipment with an estimated value of \$27,140. Also, authorization was granted for the destruction of 1,226 cubic feet of record material retained at the Naval Records Management Center, Alexandria, Virginia.

A special review of file cabinets presently in use resulted in the release of 38 file cabinets valued at \$2,530.

#### Beneficial Suggestion Program

The results of the Beneficial Suggestion Program for the past year are set forth in the following table.

<u>Beneficial Suggestions</u>	<u>Field</u>	<u>Hdqtrs</u>	<u>Total</u>
Suggestions submitted	1,854	162	2,016
Suggestions adopted	493	39	532
Estimated Savings	\$281,323	\$30,833	\$312,156
Cash Awards	\$ 22,860	\$ 1,315	\$ 24,175
<u>Superior Accomplishment Awards</u>			
Savings Realized	\$187,828	\$-----	\$187,828
Cash Awards	\$ 63,000	\$22,980	\$ 85,980



## Work Measurement Program

A consolidated Maintenance Work Measurement and Cost Accounting Report has been developed. The combined system results in a large reduction of reporting requirements. Further, the consolidated report satisfies Marine Corps, Navy, and DOD requirements for management, work measurement, and cost accounting information in the functional areas involved,

Two Marine Corps publications have been developed for distribution throughout Headquarters Marine Corps and to field activities, (1) "Workload Summary and Analysis of Supply Operations", and (2) "Workload Summary and Analysis of Accounting and Disbursing Operations". Both types of summaries consist of graphic workload data as submitted by field activities and were developed as an aid to improve management of supply, accounting, and disbursing functions, and to provide information for Marine Corps budget and personnel justifications.

A major revision to the Marine Corps Supply Work Measurement Program was developed. The revision provides for:

1. A reduction in field reporting requirements by approximately 40%.

2. A System measurement along standard functional lines rather than non-standard organizational lines. As a result, required information can be prepared by means of mechanized or



electronic data systems.

3. Meeting DOD requirements for a consolidated workload and cost accounting program for warehousing, traffic, and supply control (paperwork) operations.

4. A "Range Concept" of performance evaluation. Under this concept, high and low limits are provided for each performance standard (rather than a specific efficiency index) to allow for routine fluctuations of workload.

#### Examples

Appendix 3 contains representative examples of management improvement reported by field activities and elements of Marine Corps Headquarters.

Appendix 4 contains examples of future management improvement projects presently under consideration.





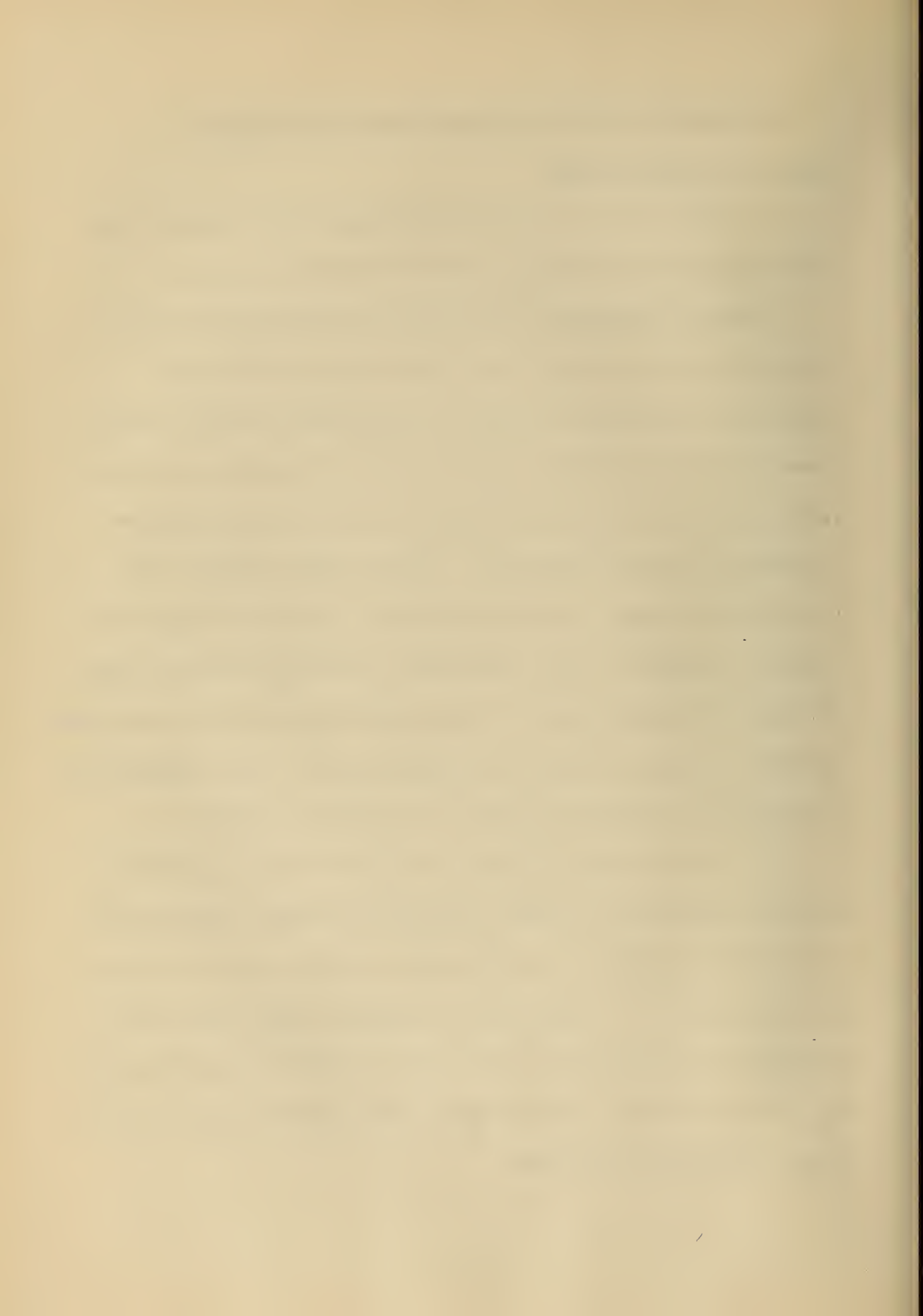
## SECTION IX - FISCAL ADMINISTRATION PROGRAM

### Fiscal Personnel Training

To improve fiscal administration throughout the Marine Corps, a continuing personnel training program has been conducted.

Financial management conferences attended by fiscal personnel from commands receiving allotments and suballotments of appropriated funds were conducted on both the East and West Coasts. These conferences, of three days duration, were devoted to assisting field commands by clarifying existing and forthcoming regulations concerning financial management. Problem areas common to the group were discussed, and where possible, resolved during the discussion. In addition to these conferences, personnel from the Fiscal Division, Headquarters Marine Corps visited numerous field commands throughout the year to assist in problems peculiar to the command and to indoctrinate personnel in Marine Corps fiscal procedures.

For formal training of Marine Corps personnel in the field of financial management, the Navy Postgraduate Program was utilized. A total of twelve officers attended courses offering training in financial management. To supplement this number, thirty officers and civilians from Headquarters Marine Corps and field commands were sent to the two weeks Comptrollership Development Course conducted by the Comptroller of the Navy.



## Budget Process

The execution of the budget process was simplified at the beginning of this fiscal year by reducing the number of allotments to one allotment per budget activity for each allottee. In addition to reducing the administrative workload, this procedure has promoted efficiency and economy by allowing the allottees more flexibility in the utilization of their allotted funds.

The number of allotment holders was also reduced by the implementation of a system whereby Ship's Detachments and the smaller Marine Barracks are funded from open allotments held at Headquarters Marine Corps.

## Department of Defense Appropriation Act

The budget process for fiscal year 1958 provided a total obligational authority of \$831,200,000 being made available in Marine Corps appropriations for the support of the approved program objectives of the period.

The appropriation for Military Personnel, Marine Corps for fiscal year 1958 was \$630,000,000 to support a level strength of 200,000 Marines. However, during August 1957 the Marine Corps was directed to reduce its strength to 190,000 by 31 December 1957 with a further reduction to 188,000 by the end of the year. This reduction resulted in a savings of approximately \$20,551,000 which was subsequently transferred to the "United States Scientific Satellite



Program" and "Emergency Fund, DOD". An additional amount of \$2,800,000 was requested during late May 1958 to provide for the increased pay legislation which became effective on 1 June 1958. As of 30 June 1958 the additional funds had not been provided.

The appropriation Reserve Personnel, Marine Corps for fiscal year 1958 was \$23,200,000 to support an average strength of 47,700. During the apportionment process, \$700,000 was placed in reserve and later transferred to the "United States Scientific Satellite Program". In late October the average drill pay strength was revised to 45,580. An additional amount of \$100,000 was requested in late May to provide for the military pay raise that became effective 1 June 1958. As of 30 June 1958 these additional funds had not been provided.

The appropriation for Marine Corps Troops and Facilities for fiscal year 1958 was \$178,000,000; however \$5,000,000 was not apportioned by the Bureau of the Budget and was subsequently transferred to the "United States Scientific Satellite Program". The obligation rate for this appropriation for the first ten months of the fiscal year was such that no difficulties were encountered in the last two months as a result of the 20% limitation imposed by law.

The appropriation Marine Corps Procurement required no additional new obligational authority for fiscal year 1958 to implement the procurement program finally adopted. Uncommitted balances and recovery of prior years obligations were sufficient





to fund the fiscal year 1958 procurement program. A substantial portion of these funds is also available to apply towards financing the fiscal year 1959 program which has resulted in a request for only \$30 million in the President's fiscal year 1959 budget request to Congress.

Early in fiscal year 1958, efforts were accelerated towards recovering unobligated balances of funds remaining on procurement requests issued to procuring agencies in previous years for purchase of equipment. The Marine Corps also has recovered a substantial amount of outstanding obligations because of completion of procurement, change in requirements, change in cost, or amounts otherwise in excess of the amount expected to be paid.

An estimated \$146,000,000 has been allotted, committed or obligated in execution of the fiscal year 1958 procurement program. The unobligated balance carried forward to fiscal year 1959 consists of a portion formally committed which amount will be converted to obligations upon meeting the criteria that establishes a legal obligation.

#### Appropriation Accounting

During fiscal year 1958 the efforts of the accounting element of the fiscal administration program was directed toward refining and mechanizing the accounting system instituted at the beginning of the year.



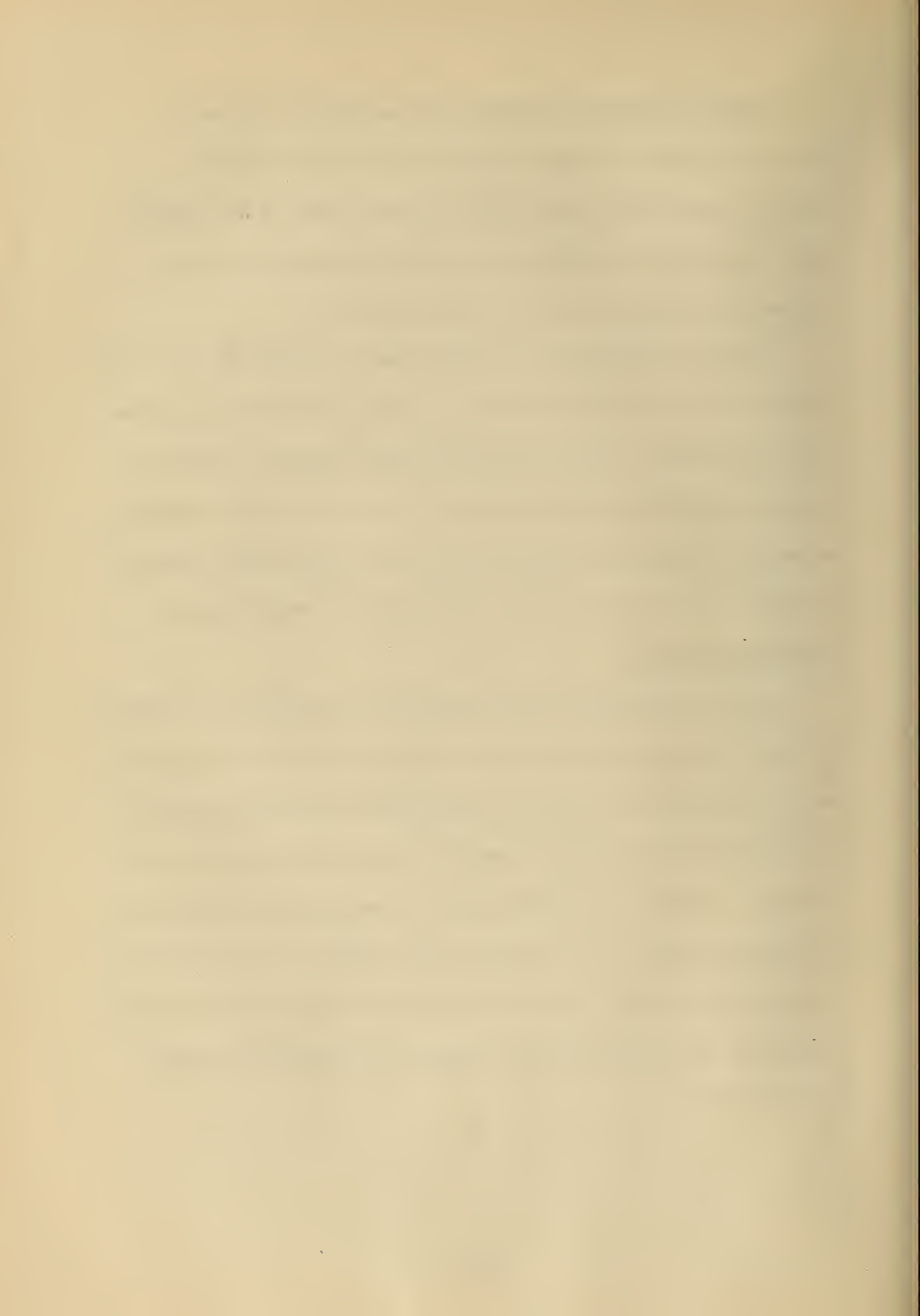


Coding systems for appropriation accounting data were developed to make the supply procedure of single line item requisitioning, which was introduced as an adjunct to the adoption of electronic data processing, compatible with appropriation accounting performed by and for field activities.

Beginning with fiscal year 1958 steps were taken toward more efficient control of funds provided for clothing furnished to Marine Corps reservists. In lieu of field allotment financing, one allotment was established at Headquarters Marine Corps with planning estimates and operating targets issued to the appropriate reserve activities. Fund control is on a completely mechanized basis.

#### Statistical Reporting

Statistical reports of long standing were condensed and simplified during the year and a new summary type monthly report, giving general information on the actual progress of budget execution by appropriation and subhead as compared to the financial plan, was initiated. In addition, a similar report covering major allotments has been developed. It is anticipated that these new reports will be of assistance in measuring program progress against the established objectives, both at Headquarters Marine Corps and at the major field commands.



## SECTION X - INFORMATION SERVICES AND COMMUNITY RELATIONS

The Marine Corps Informational Services program continued during Fiscal Year 1958 with the three-fold purpose of keeping the public informed of the Corps' mission, organization, and activities, informing active duty Marines of happenings within the Corps, and supporting the personnel procurement program. Major emphasis during the past year was placed on informing the public about the Marine Corps' readiness role, and on the reorganization of the Fleet Marine Force, organized and equipped to conduct modern amphibious operations, including vertical assault by helicopter, under conditions of either nuclear or nonnuclear war.

The production of home town news material by Marine Corps commands continued at a high rate during Fiscal Year 1958. By end April, approximately 722,836 stories, photographs, mats, and tape-recorded interviews about Marines had been distributed by the Fleet Home Town News Center. This represented an average of over 72,000 units per month, as compared to an average of 67,000 units monthly during Fiscal Year 1957.

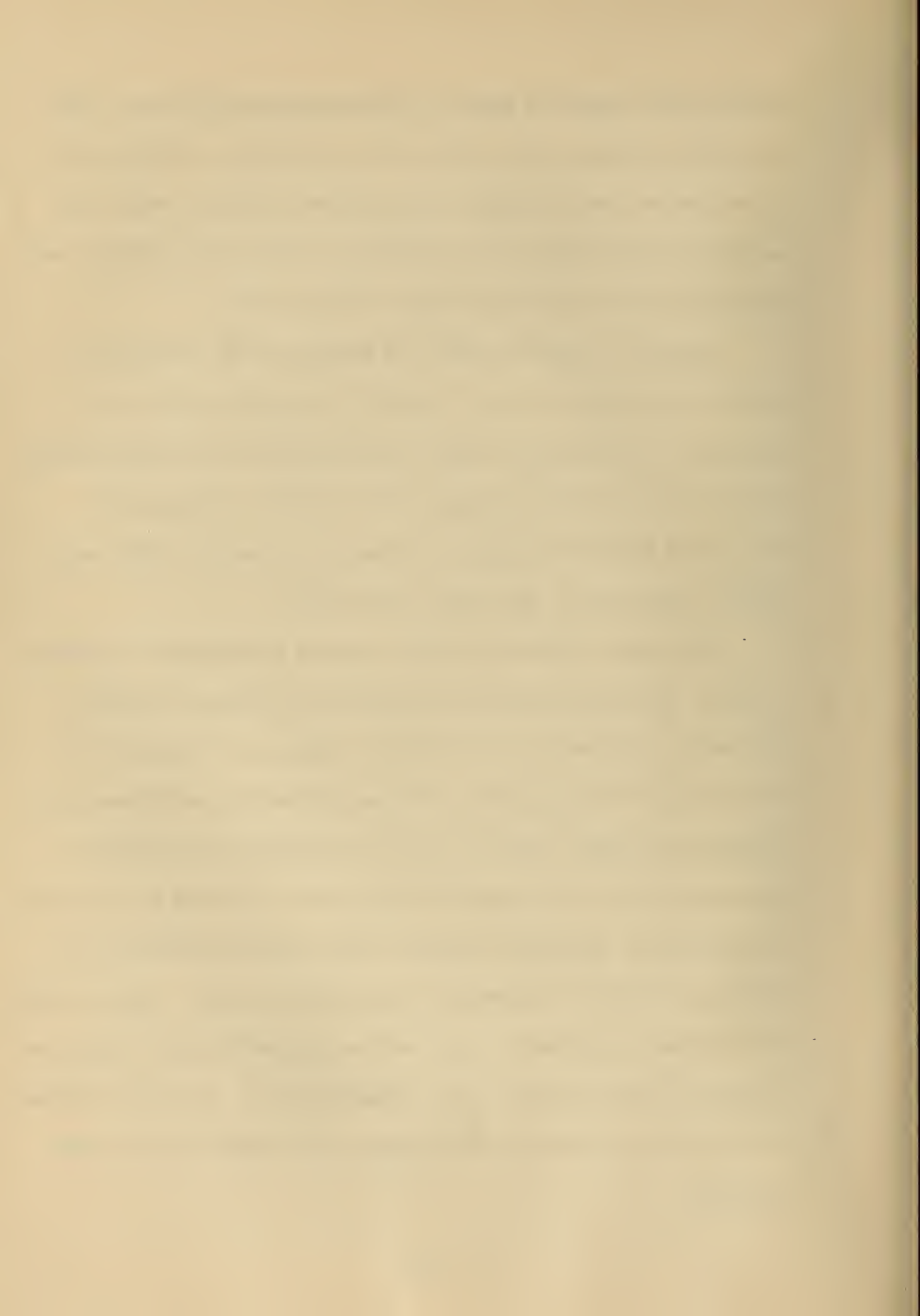
News media evinced general interest in the continuing evolution of the Marine Corps' vertical envelopment doctrine, the adoption of new equipment--especially missiles and rockets--, and the Marine Corps' position within the Department of Defense. This was reflected in newspaper stories, magazine articles, and radio and television



programs for which the Marine Corps provided material and, within existing policies, gave assistance as requested. Several books about Marines and the Corps were published during the year, and assistance particularly in the provision of illustrative material, was provided in the preparation of some of these books.

Extensive technical advice and assistance was furnished to commercial motion-picture, television, and radio directors and producers. In the field of visual communications, the Marine Corps cooperated in the motion-picture "South Pacific", and reached millions of viewers through such network programs as "Navy Log", "Wide, Wide World", and "This is Your Life".

The Corps continued to utilize musical presentations, parades, exhibits, and demonstrations at suitable public events throughout the nation to dramatize its traditions, training, and combat readiness. Marine Corps musical units and drill teams participated with British and Canadian units in Tattoos in Bermuda and Vancouver. Demonstrations of new tactical doctrine were conducted at the Marine Corps Schools, Quantico, Virginia, prior to each of the two Joint Civilian Orientation Conferences held during the year. Approximately 600 civilian and military leaders were acquainted with the capabilities of Marine combat forces by these demonstrations. Groups of civilians from various communities visited other posts and stations in large numbers.



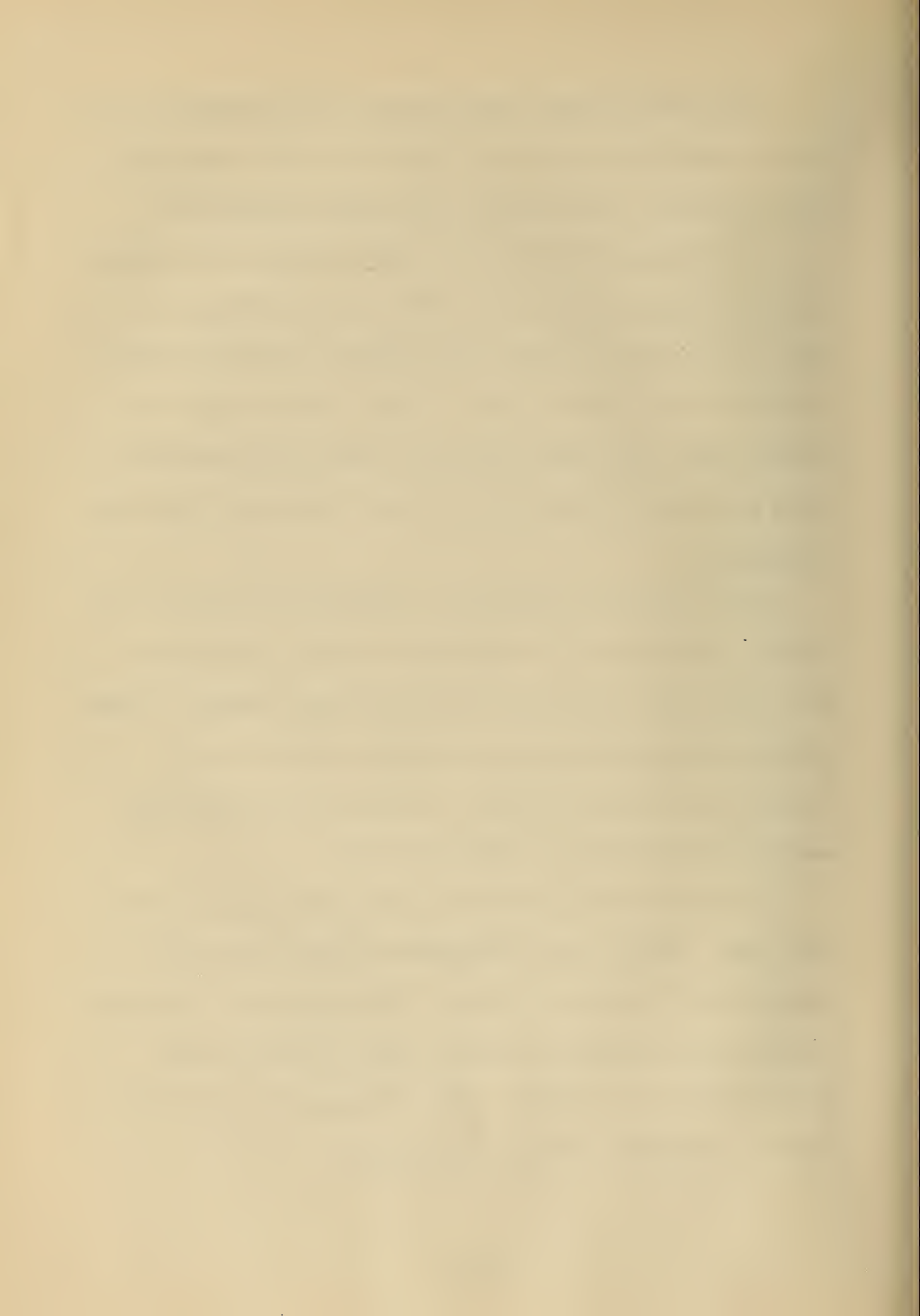


The number of public appearances at civic functions by senior Marine Corps officers increased in Fiscal Year 1958. Included in these appearances were more than 150 speaking engagements.

An estimated 200,000 persons viewed showings of the Marine Corps Photographic Exhibit in New York City and Washington, D. C., under the sponsorship of Marine Corps Reserve Public Information Volunteer Training Units in those two cities. All six such units assisted in the Corps' public information effort and supported personnel procurement through work with public information media and youth groups.

The "Toys for Tots" program, sponsored by the Marine Corps Reserve, continues to be an outstanding community relations project. During 1957 more than 5,000,000 toys were collected. These toys were distributed by recognized welfare agencies to over 1,000,000 less fortunate children. "Toys for Tots" is one of the best recruiting aids that the Marine Corps has.

The "Devil Pups" program in the Los Angeles area is in its fourth year. Marine Corps participation consists of furnishing qualified NCOs to supervise the boys. The program is a citizenship program and is sponsored by Marine Corps Reserve Volunteer Training Units in Los Angeles. Money to support the program is furnished by citizens of the Los Angeles area.



The Boy Scouts in the Los Angeles area have combined with "Devil Pups" in several areas of citizenship training. The Scouts are being taught rifle marksmanship by qualified Marine NCOs. Through the combined programs several thousand boys each year have contact with the Marine Corps. The programs are considered outstanding recruiting aids and have resulted in many enlistments in the Marine Corps.



## APPENDIX 1

### GROUND AND RESERVE INSTALLATIONS

#### Continental United States - Regular Establishment

##### Marine Corps Supply Center, Albany, Georgia

Public Law 968/84 authorized, and Public Law 814/84 appropriated funds, for the following construction projects at this station:

Recreation Facilities (Theater and Swimming Pool) in the amount of \$283,000. This project has been completed.

Maintenance Shop Annex and Locomotive Shop, \$482,000. This was reduced in scope and cost to \$294,000 and apportionment deferred to Fiscal Year 1959.

Staff NCO Quarters and Mess (Open), \$364,000. Redesigned to come within DOD criteria and apportionment deferred to Fiscal Year 1959.

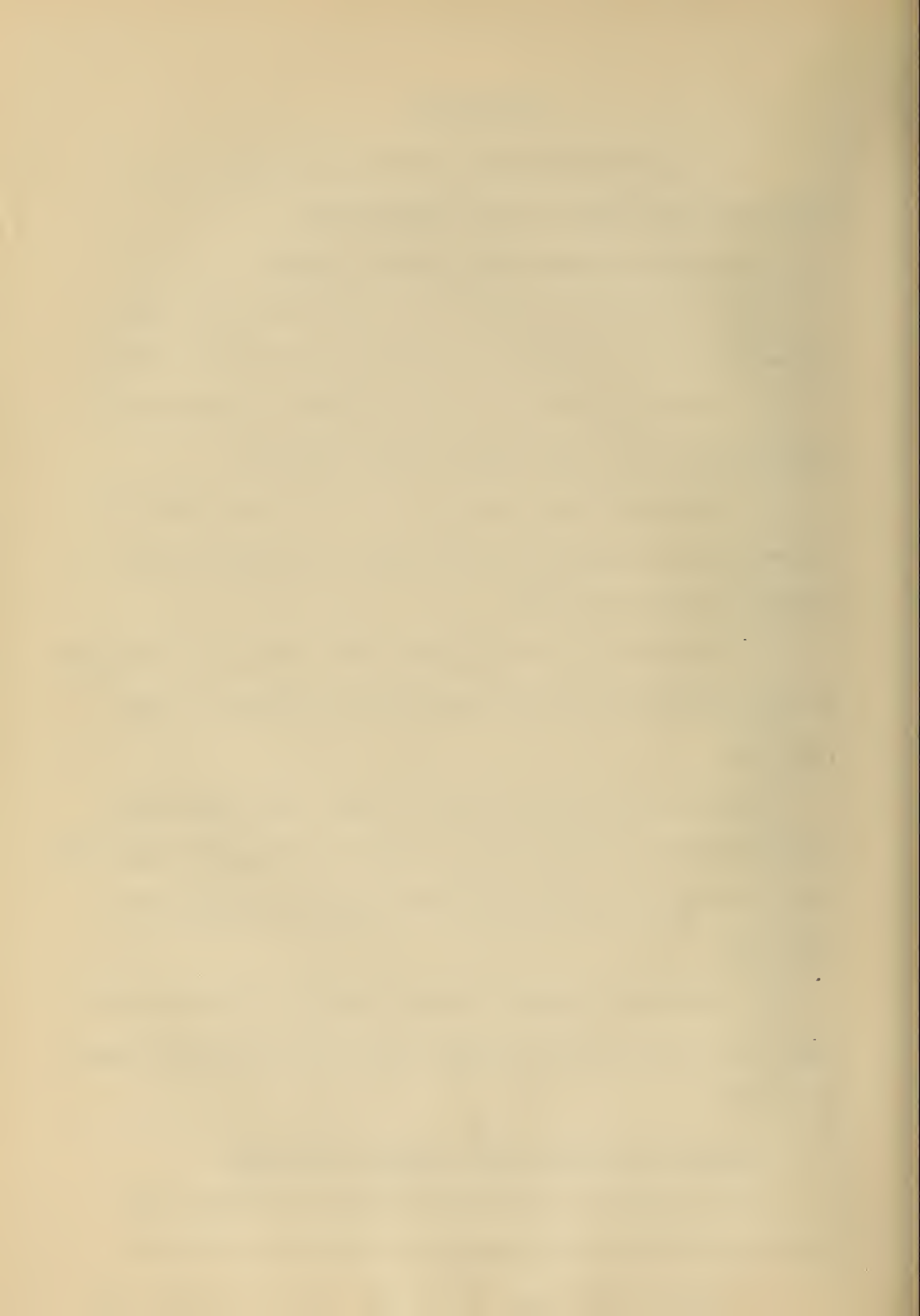
Public Law 241/85 authorized, and Public Law 170/85 appropriated funds for the construction of a Chapel in the amount of \$140,000. This project has been advertised and bid opening is scheduled for 4 June 1958.

The 160 units of Capehart housing, previously reported as being under construction, are now complete and will be completely occupied by July 1958.

##### Marine Corps Supply Center, Barstow, California

Public Law 968/84 authorized and Public Law 814/84 appropriated funds for the following construction projects at this station:

Central Repair Shop, \$6,771,000. Contract awarded and



construction is expected to start about 1 June 1958.

1000-Man Mess Hall, \$442,000. Under construction.

Enlisted Men's Club, \$274,000. Under construction.

Accounting Office Building, \$438,000. Under construction.

Shipping and Receiving Facilities, \$256,000. Under construction.

Maintenance and Utilities Shop, \$650,000. Advertised and bid opening is scheduled for 20 June 1958.

Public Law 241/85 authorized and Public Law 170/85 appropriated funds for the construction of an Addition to the MRI Building in the amount of \$70,000. This project is under construction.

Marine Corps Base, Camp Lejeune, North Carolina

Public Law 241/85 authorized the construction of Landing Exercises Communications Line, Engineer Academic and Instruction Building and Head Facilities, Montford Point (1st Increment) in the total amount of \$2,372,000. Public Law 170/85 appropriated sufficient funds for Landing Exercises Communications Line only for which the contract has been let and work is underway.

The deferred Capehart project for construction of 1124 units has been approved by the Department of Defense for only 800 units. Due to time element and budgetary limitation, this project could not get under way in Fiscal Year 1958. However, this program for 800 units has been resubmitted in the Military Construction Program for Fiscal Year 1959.

Marine Corps Base, Camp Pendleton, California

Public Law 241/85 authorized the construction of Barracks Heating,





Camp Margarita, Sewage Collection System, Del Mar, and Tank Crossing at Highway 101. Public Law 170/85 appropriated funds in the amount of \$1,469,000 for the above items. Bids have been accepted for the above items, and work will begin in the near future.

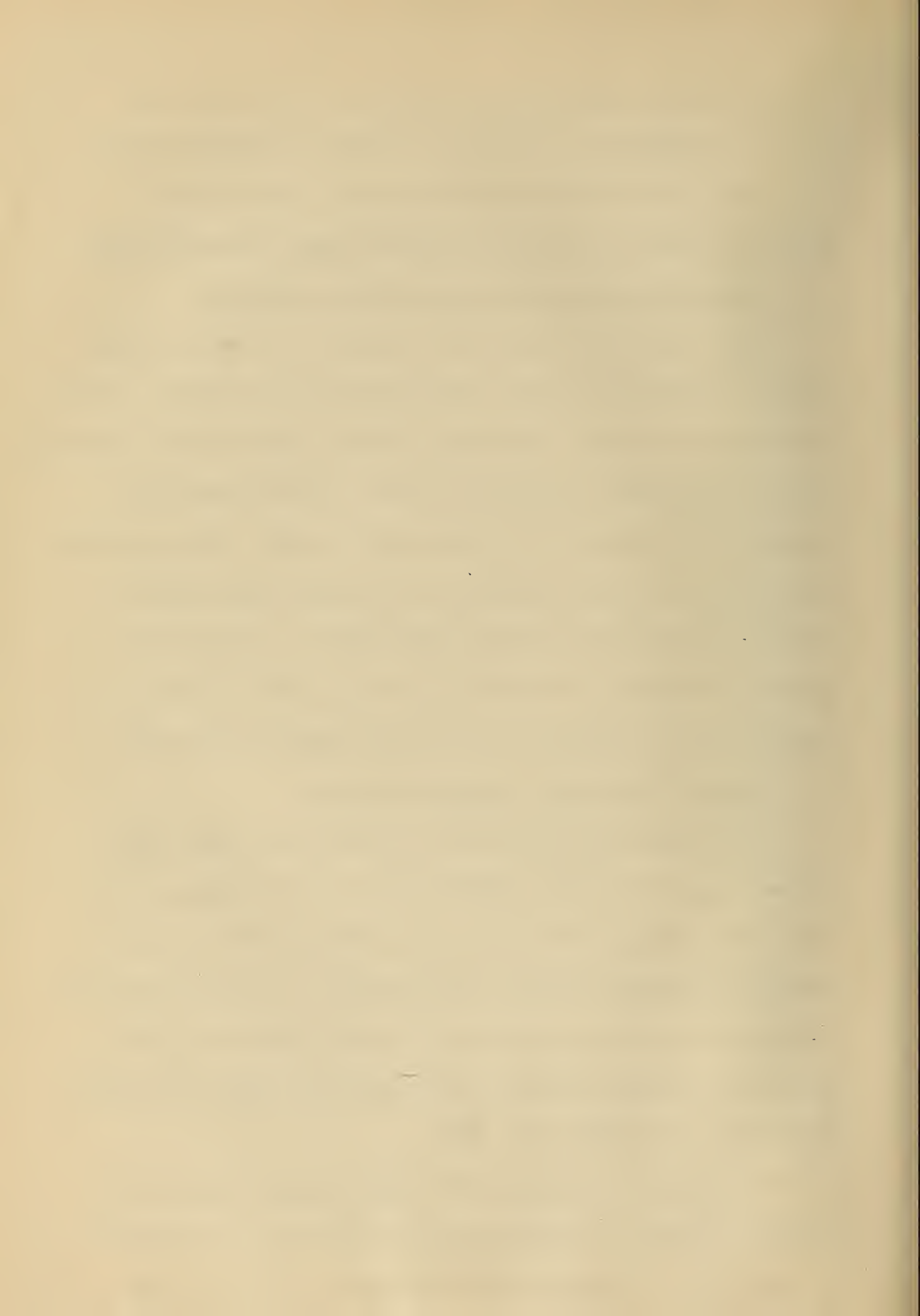
Marine Corps Base, Twentynine Palms, California

Public Law 241/85 authorized construction for Combat Vehicle Shop (1st Increment) Gun Sheds, Maintenance Office Building, Laundry and Dry Cleaning Plant, Recreational Building, Swimming Pool (Officers) Utilities and Services, and Parade Grounds. Public Law 170/85 appropriated funds in the total amount of \$2,331,000. Final plans and specifications are being prepared for all the above items with the exception of the Laundry and Dry Cleaning Plant. Apportionment request for this item was withdrawn by the Secretary of the Navy. Contracts were awarded on all the other items by 30 June 1958.

Marine Corps Schools, Quantico, Virginia

Public Law 241/85 authorized, and Public Law 170/85 appropriated funds in the amount of \$1,923,000 for the Expansion of Small Arms Range Facilities (2nd Increment), Bachelor Officers' Quarters with Mess, and Head Facilities, Butler Stadium. All items have been authorized for advertising and should be under contract this fiscal year with the exception of Head Facilities, Butler Stadium which has been deferred until Fiscal Year 1959.

The program to construct 1003 units of Capehart housing submitted to Department of Defense has been returned for resubmission at a later date. A reduction from 1003 units to 716 will be made



because of the cancellation of previous plans to base a Marine Helicopter Aircraft Group at Quantico, and reductions in support and schools personnel.

The 218 units of housing for married personnel, previously reported as being under construction, have been completed and occupied.

Marine Corps Recruit Depot, Parris Island, South Carolina

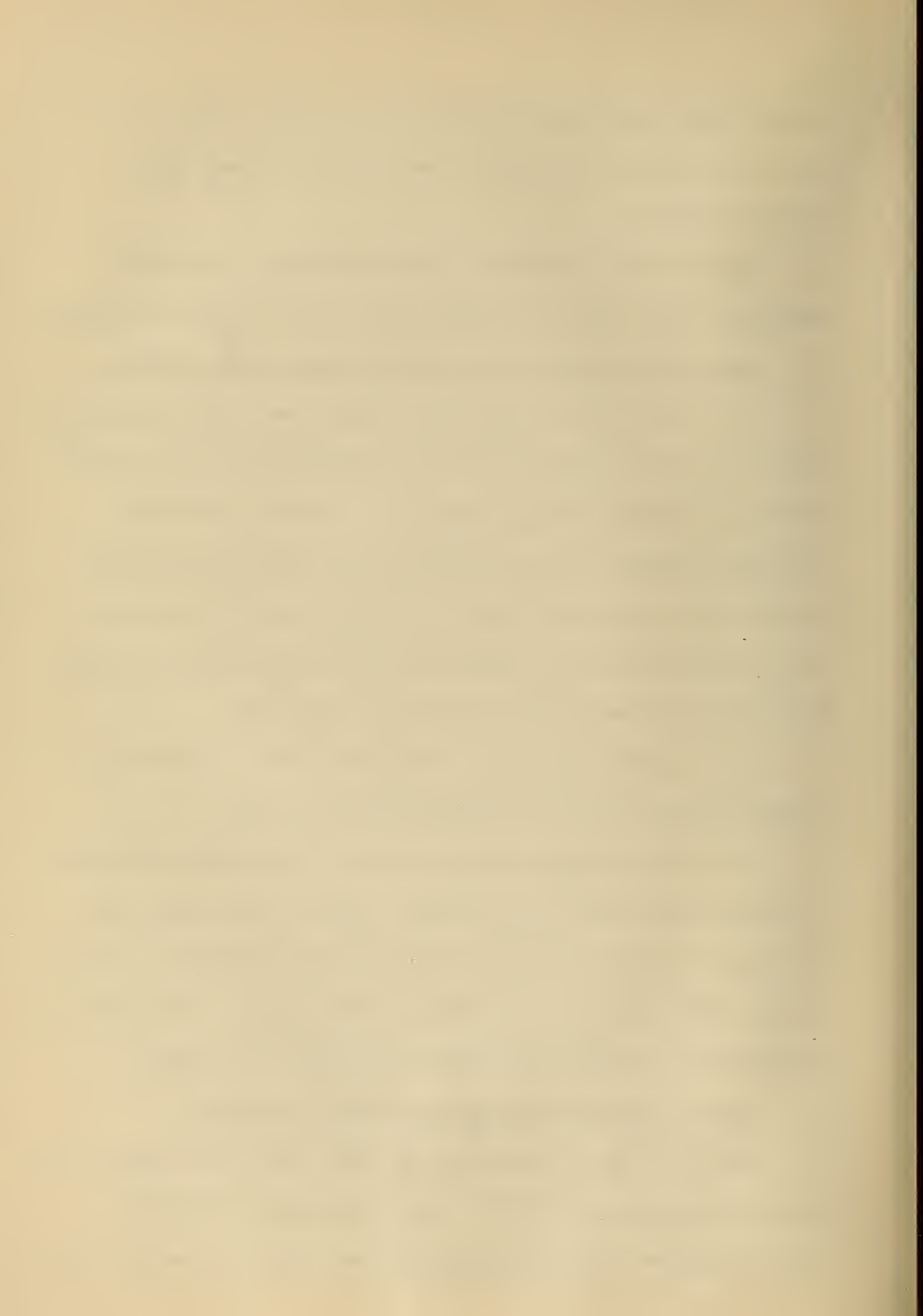
Public Law 241/85 authorized and Public Law 170/85 appropriated funds in the amount of \$2,643,000 for the construction of two Academic Buildings, Barracks Facility Weapons Training Area, Messhall Alterations Weapons Training Area and Power Plant Improvements. All items should be under contract this fiscal year with the exception of one Academic Building and the Barracks Facility Weapons Training Area which have been deferred until Fiscal Year 1959.

The 185 trailers procured in Fiscal Year 1957 to relieve the housing shortage have now been installed and occupied.

The previously approved project for the construction of 355 units of Capehart housing has been cancelled. However, this requirement will be met from the 1100 units currently under construction at Marine Corps Auxiliary Air Station, Beaufort, South Carolina. First occupancy is expected in July 1958 with complete occupancy in July 1959.

Marine Corps Recruit Depot, San Diego, California

Public Law 241/85 authorized and Public Law 170/85 appropriated funds in the amount of \$116,000 for the construction of Electronic School Facilities. The initial apportionment request was not approved



by the Bureau of the Budget. A reapportionment request, with additional justification has been submitted by Bureau of Yards and Docks for this item.

#### Overseas - Regular Establishment

##### Camp H. M. Smith, Halawa Heights, Oahu, T. H.

The program to construct 168 units of Capehart housing is currently planned for June 1958; first occupancy in October 1958, and complete occupancy in June 1959.

##### Camp Schwab, Okinawa

A contract for site preparation, access road and dam for water supply for Camp Schwab was let on 14 March 1957. This contract, after expenditure of approximately \$4 million, was subsequently halted in order to review deployment policies. On 8 August 1957, SecNav requested release from the contract suspension and an increase in permitted expenditures for ground troop facilities at Camp Schwab from 12 million to \$16 million. The request was approved by SecDef on 14 August 1957.

Contract for building construction at Camp Schwab was approved 2 October 1957, subject to no expenditure resulting prior to 1 January 1958.

As of 30 June 1958, all site grading for Camp Schwab was completed. Likewise as of this date, 10% of building construction was completed. It is anticipated that this Camp will be occupied in the Spring of 1959.







## Reserve Establishment

### NMCRTC, Quincy, Massachusetts

Congress appropriated \$112,000 during Fiscal Year 1954 for the Marine Corps Reserve portion of a joint Naval and Marine Corps Reserve Training Center at Quincy, Massachusetts, to replace the present inadequate NMCRTC located at the NAD, Hingham, Massachusetts. This facility is approximately 70% complete.

### MCRTC, Baltimore, Maryland

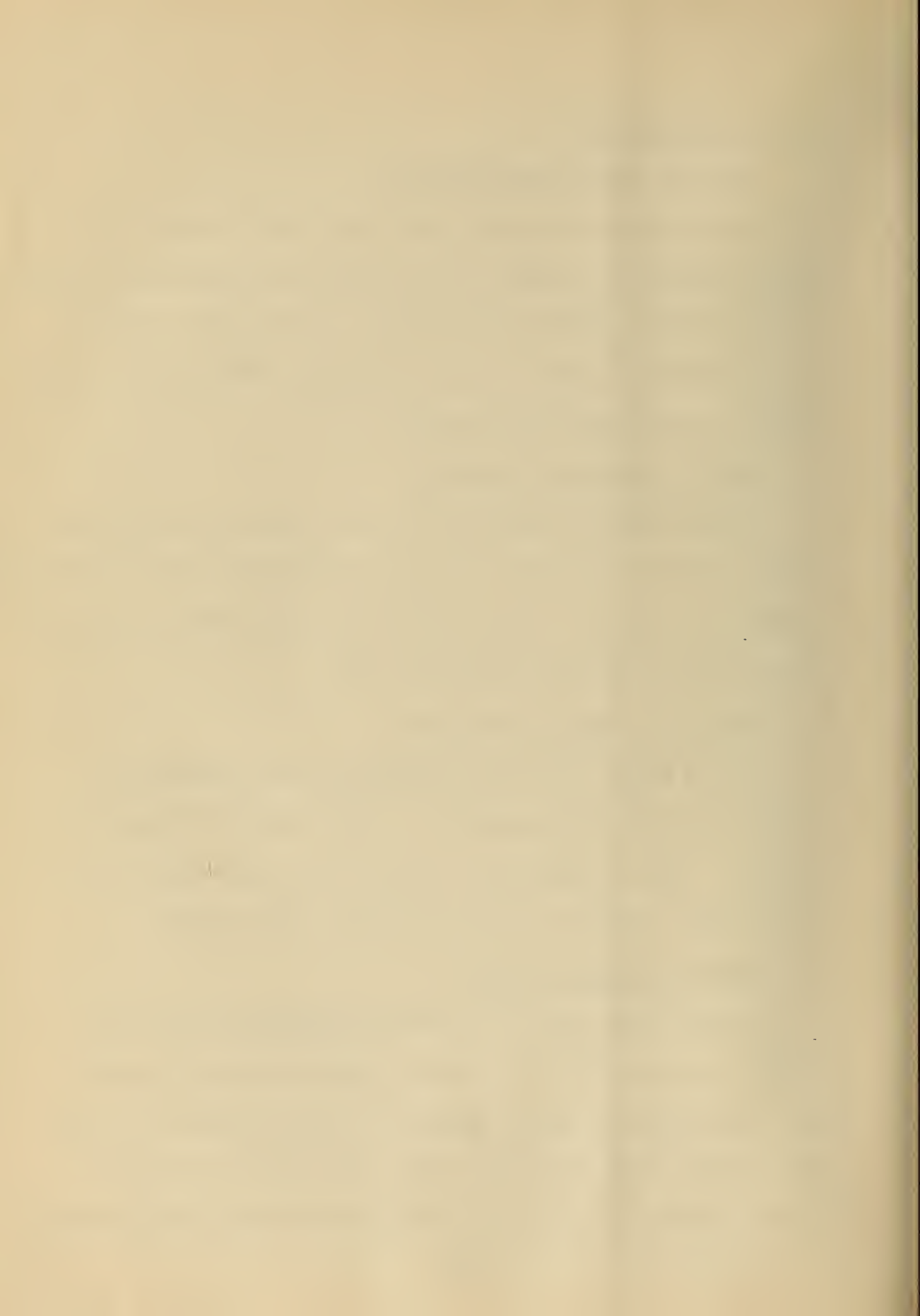
Congress appropriated \$478,950 during Fiscal Year 1957 to construct a MCRTC at Baltimore, Maryland to replace the present inadequate training center located in an extremely undesirable section of Baltimore. This facility was completed during July 1958.

### NMCRTC, Louisville, Kentucky

During Fiscal Year 1956 Congress appropriated \$150,000 to construct the Marine Corps portion of a joint NMCRTC at Louisville, Kentucky. This new facility is to replace the present training center in Louisville. Construction is approximately 90% completed.

### MCRTC, Portland, Maine

During Fiscal Year 1954, Congress appropriated \$254,000 to expand the present MCRTC. However, initial construction revealed that an additional expenditure of \$368,000 would be required to repair the quay walls surrounding this facility. The Marine Corps then obtained management control of the former Public Health Service Hospital



in Portland and requested that Congress authorize the reprogramming of these funds to permit its use as a replacement training center. Congress authorized this action in February 1957 at a cost of \$252,000. A contract for construction was awarded during the month of June 1958.

NMCRTC, Reading, Pennsylvania

Congress appropriated \$184,000 during Fiscal Year 1956 to construct the Marine Corps portion of a joint NMCRTC to replace the present NMCRTC consisting of twenty-two buildings dispersed on 23 acres of land. A contract for the construction of this facility was awarded during May 1958. The estimated date of completion is 17 March 1959.

MCRTC, Rochester, New York

The Marine Corps Reserve occupying a National Guard Armory in Rochester was requested to vacate the Armory to provide space for additional National Guard units. Congress appropriated \$79,000 during Fiscal Year 1957 to provide for alterations to the NRTC, Rochester. At the time the appropriation was made, no other facilities in Rochester were available for the Marine Corps Reserve. During October 1957 the New York State Naval Militia made a Militia Armory available to the Marine Corps Reserve. Action is now being taken to reprogram these funds to provide for the necessary alterations to this Naval Militia Armory to provide an adequate training center for the Marine Corps Reserve.

NMCRTC, Raleigh, N. C.

During Fiscal Year 1957 Congress appropriated \$189,000 for the construction of the Marine Corps Reserve portion of a joint NMCRTC



in Raleigh, North Carolina to replace the presently occupied leased facility. The contract for construction was awarded on 16 May 1958. Estimated completion date is 16 May 1959.

NMCRTC, Eddystone, Pennsylvania

Congress appropriated \$161,000 during Fiscal Year 1957 to construct the Marine Corps Reserve portion of joint NMCRTC to replace the present NMCRTC located in inadequate temporary type structures. A contract for the construction was awarded during June 1958. Estimated date of completion is 16 May 1959.

MCRTC, Forty Fort, Pennsylvania

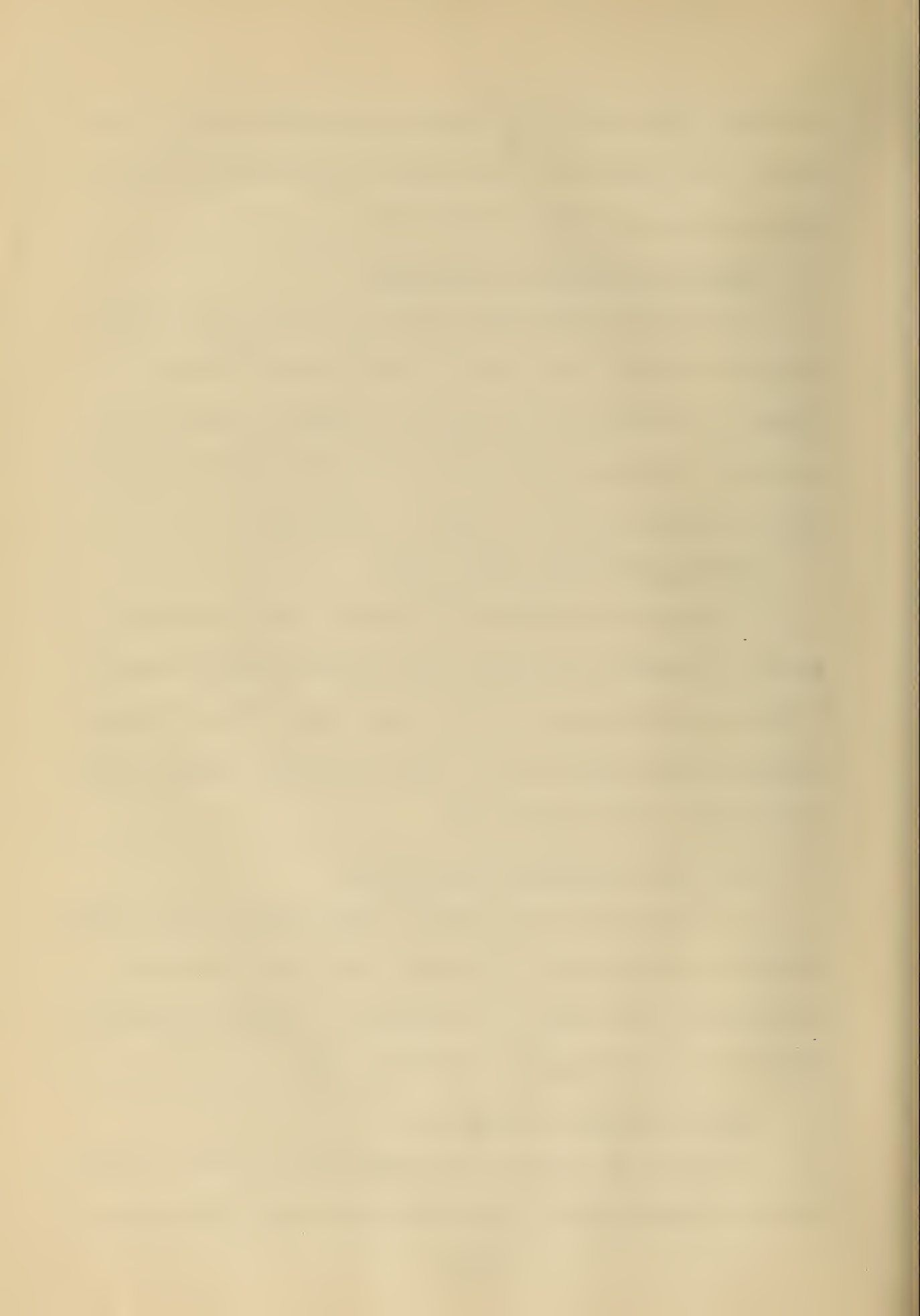
A contract was awarded on 20 February 1958 to construct a MCRTC to replace the presently leased inadequate facility located in Wyoming, Pennsylvania. Funds in the amount of \$285,000 were appropriated by Congress during Fiscal Year 1957. Estimated date of completion is 20 February 1959.

NMCRTC, Fort Schuyler, New York

A contract for the construction of a joint NMCRTC was awarded during June 1958 to replace the present joint NMCRTC located in temporary type structures at Fort Schuyler. Congress appropriated \$429,000 for the accomplishment of this project.

MCRTC, Garden City, New York

A contract was awarded during May 1958 to provide a MCRTC in the former Naval Records Center now the 1st MCRRD Headquarters in





Garden City, New York. This training center is to replace the former training center located in a depressed, industrial, waterfront area. Congress appropriated \$70,000 during Fiscal Year 1958 for the accomplishment of this project.

MCRTC, Texarkana, Texas

The present facility is located in an inadequate, leased facility. Congress appropriated \$330,000 during Fiscal Year 1958 to construct a replacement for this facility. A contract for the construction of this replacement facility is expected to be awarded during September 1958.

MCRTC, Yakima, Washington

The present facility consists of a badly deteriorated frame building which is leased at an annual rental of \$3,900. Congress appropriated \$305,000 during Fiscal Year 1958 for the construction of a replacement facility in Yakima, Washington. A contract for the construction of this training center is expected to be awarded during September 1958.

NMCRTC, Grand Rapids, Michigan

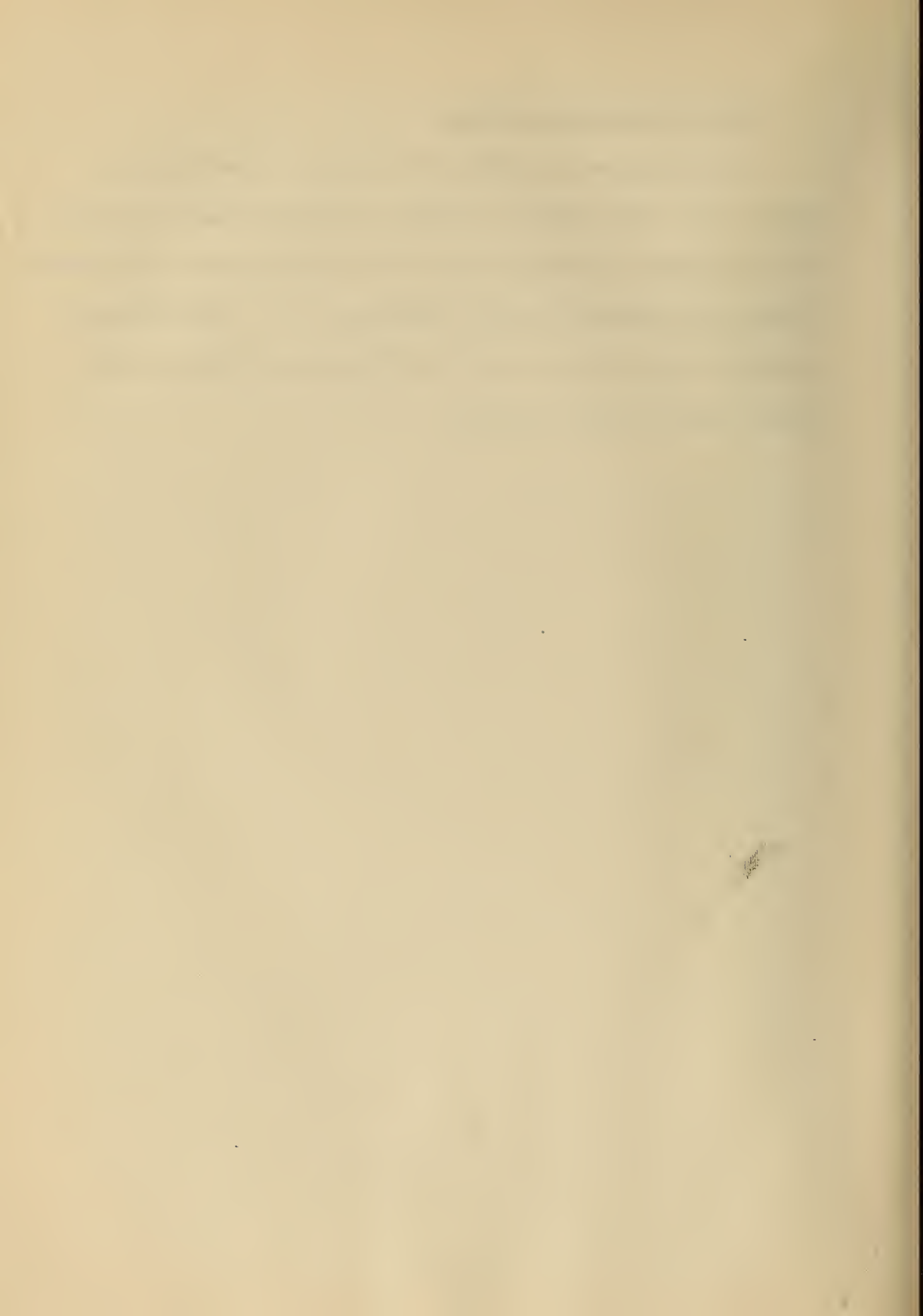
The Marine Corps Reserve in Grand Rapids occupies a training center jointly with the Naval Reserve. This facility does not provide sufficient indoor space for the Marine Corps Reserve unit. Congress appropriated \$81,000 during Fiscal Year 1958 to permit the construction of an addition to the present facility to provide the required additional space.





MCRTC, Arlington, Virginia

Congress appropriated \$535,000 to permit the purchase of the Brandon Junior High School in Arlington, Virginia for use as a training center to replace the inadequate space now occupied in the joint NMCRTC located in the Naval Gun Factory, Washington, D. C. This project is presently being considered by the Real Estate Sub-committee of the House Armed Services Committee.



## APPENDIX 2

### AIR INSTALLATIONS

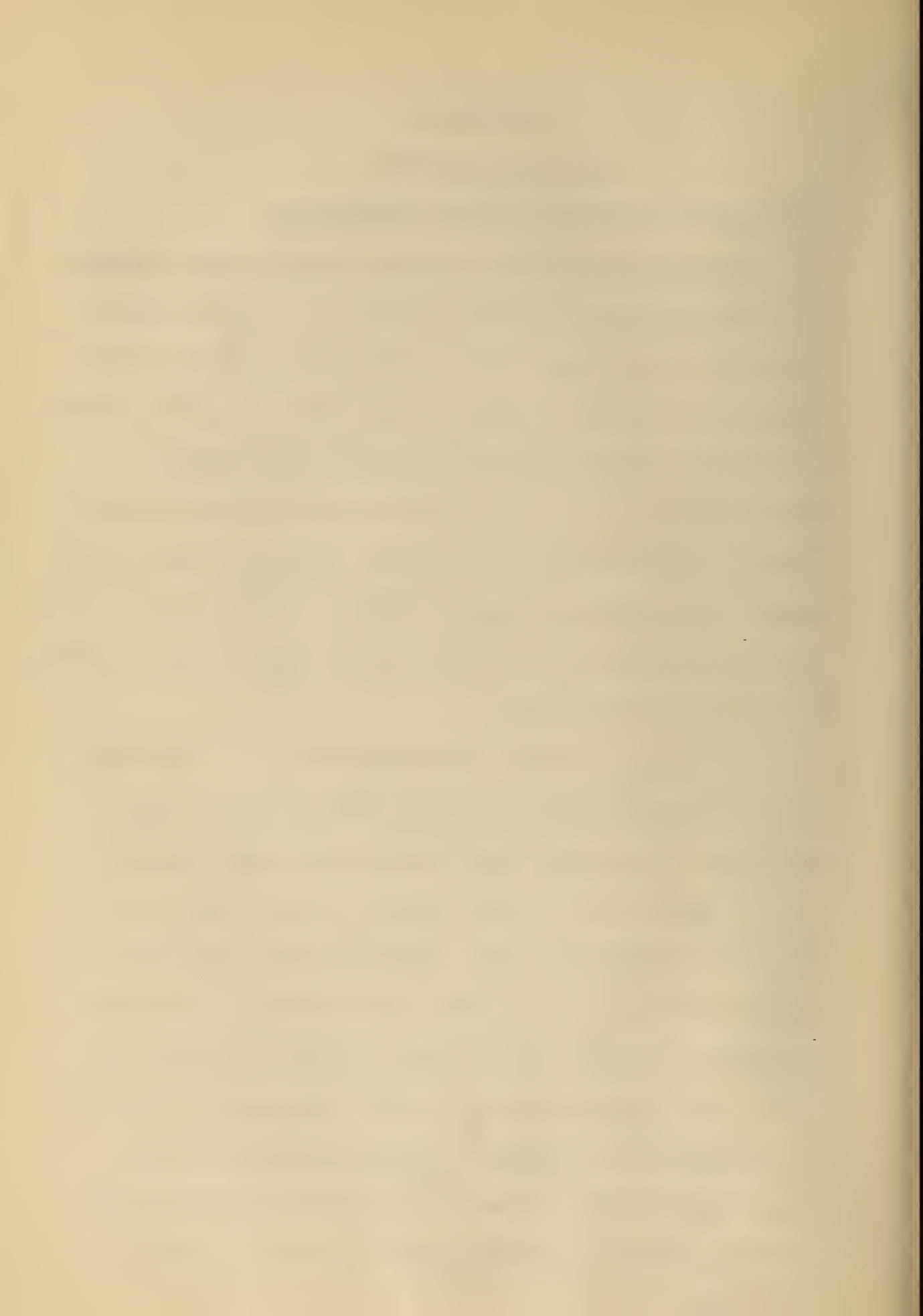
#### Continental United States - Regular Establishment

##### Marine Corps Auxiliary Air Station, Beaufort, South Carolina

The development of MCAAS, Beaufort into a major satellite in the Cherry Point Complex saw a sizeable Military Construction Program under way for that station during Fiscal Year 1958. Funds in the amount of \$4,248,000 were funded for regular Military Construction projects including a new Operations Building and Control Tower, Fire Station and Crash Facilities, Radar Air Traffic Control Center, Control Squadron Operating Compound, Station Administration Building, Approach lighting, Optical Landing System, Training Building, and a Turbo-Jet Test Facility.

Several of the projects started during Fiscal Year 1957 were under construction during Fiscal Year 1958 including the class "C" maintenance hangar, public works facilities and supply warehouse.

In addition, the 1,100-unit Capehart Housing Project construction started on 27 January 1958. There are a total of 228 officer and 872 enlisted units in this project. The total cost of this project, including the mortgage contract award, off-site utilities and land costs, will be approximately \$18,000,000. Approximately 355 units of this project will be assigned to personnel stationed at Parris Island, South Carolina, in lieu of the project for that station which has been cancelled. Estimated completion date for the Project is 10 July 1959.



#### Marine Corps Air Station, El Toro, California

Funds in the amount of \$10,873,700 were funded for the permanent facilities at El Toro. Major Military Construction projects included Infirmary and Dental Clinic, Runway Extension, Composite Approach Lighting, Turbo-Jet Engine Test Facility, Barracks, Tactical Area Development, Training Building, Guided Missile Support Facility, Radar Air Traffic Control Center, and Optical Landing System.

The 600-unit Capehart Housing project for El Toro was cancelled. The 571 Wherry housing units located at El Toro were taken over by the Navy for conversion to Public Quarters. This project consisted of 193 officer and 378 enlisted units.

#### Marine Corps Air Station, Cherry Point, North Carolina

Funds in the amount of \$6,503,000 were funded for the development of permanent facilities at this station. Major projects included Aircraft Parking Area, Squadron Hangars, Administration Building (FATG), Storage Building, High Speed Refueling Station, FATG Utilities and Services, Optical Landing System, Parking Area for O&R Hanger and Guided Missile Support Facility.

The 849-unit Capehart Housing Project construction began late in Fiscal Year 1958 and is scheduled for completion during December of 1959.

#### Marine Corps Air Facility, New River, North Carolina

Funds in the amount of \$39,000 were funded for a Tactical Air





Navigation Facility at this station.

The 435-unit Capehart Housing Project was practically complete by the end of Fiscal Year 1958 with most of the units occupied.

Marine Corps Auxiliary Air Station, Mojave, California

The decision to disestablish the station at Mojave and to acquire Vincent Air Force Base at Yuma, Arizona, caused cancellation of Military Construction projects at Mojave. It is planned to establish MCAAS, Yuma on 1 January 1959 and to disestablish MCAAS, Mojave at that time.

The 695-unit Capehart Housing Project for MCAAS, Mojave was also cancelled due to the planned closing of this station.

Overseas

Marine Corps Air Facility, Futema, Okinawa

The Department of Defense decision to develop the inactive Air Force Field at Futema, Okinawa, into a Marine Corps helicopter facility was made in 1957. A total of \$6,800,000 has been approved for construction of the Facility. The Marine Helicopter Transport Group now located at NAF, Oppama, Japan will move into this Facility when construction has been completed, now scheduled for 1 January 1960.

Site plans have been approved and construction began early in 1958 using Construction Battalion MCB #3 personnel. The General Development Plan has been approved by the Bureau of Yards and Docks and construction plans and specifications are being prepared



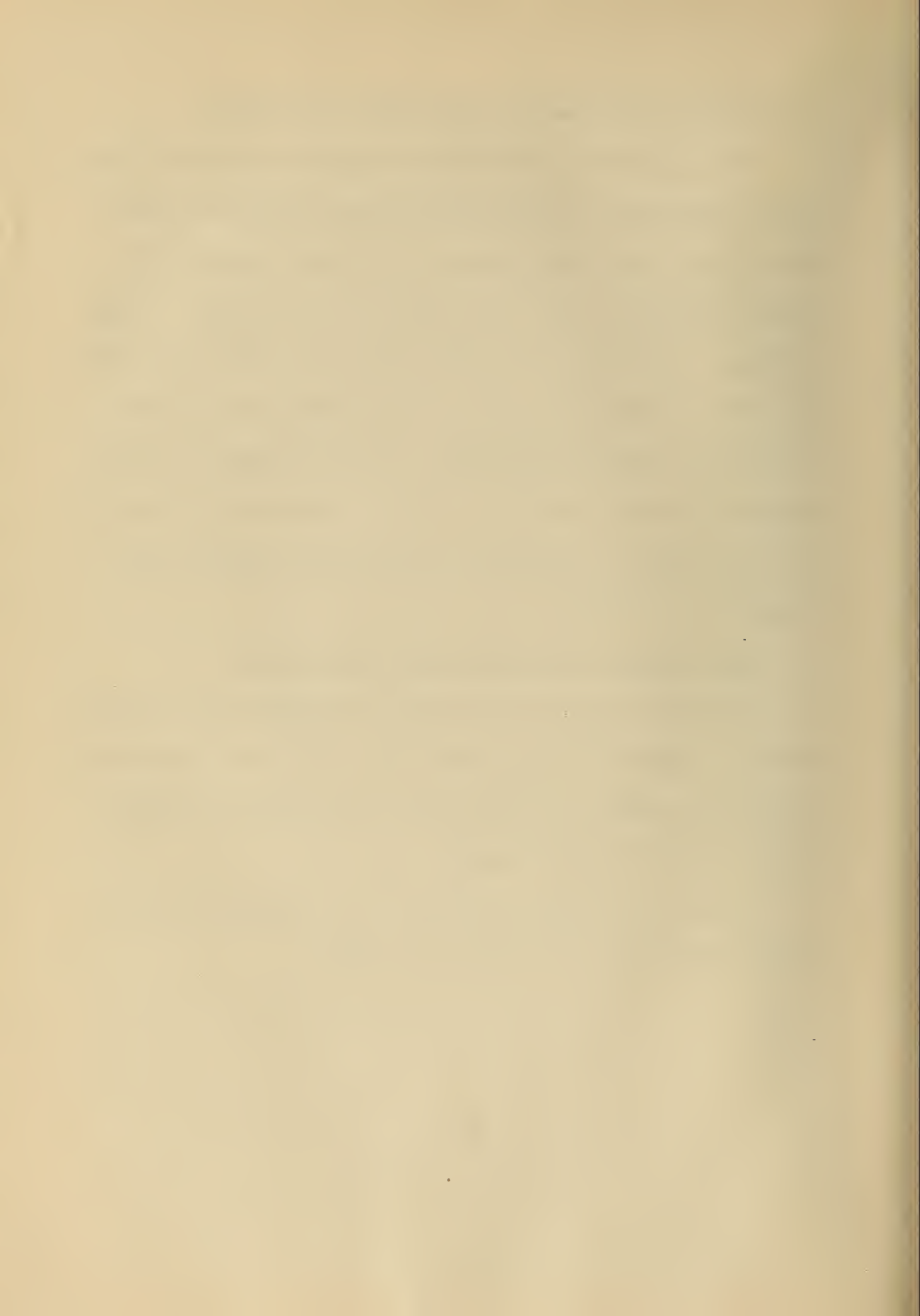
by an Architect-Engineer Firm with offices on Okinawa.

The early efforts of MCB #3 have been directed toward setting up and rehabilitation of camp facilities and the construction plant. The batching plants were completed in April and molds for the precast construction were laid. Construction of barracks, storage buildings, carpenter and steel shops, and several other structures was started during April and May. Considerable grading and site preparation has been accomplished. The use of precast or tilt-up construction was decided upon as the best adaptable for CB construction methods and to withstand the severe typhoon conditions often encountered on Okinawa.

Marine Corps Air Station, Kaneohe Bay, T. H.

Funds in the amount of \$400,000 were funded for the development of permanent facilities at this station. There were two Military Construction projects for Fiscal Year 1958; Ammunition Storage Facilities and Taxi-way Pavement.

The 650-unit Capehart Housing Project at Kaneohe should be under construction early in Fiscal Year 1959.



### APPENDIX 3

#### EXAMPLES OF MANAGEMENT IMPROVEMENT PROJECTS

##### Integrated Disbursing and Personnel System (IDAPS)

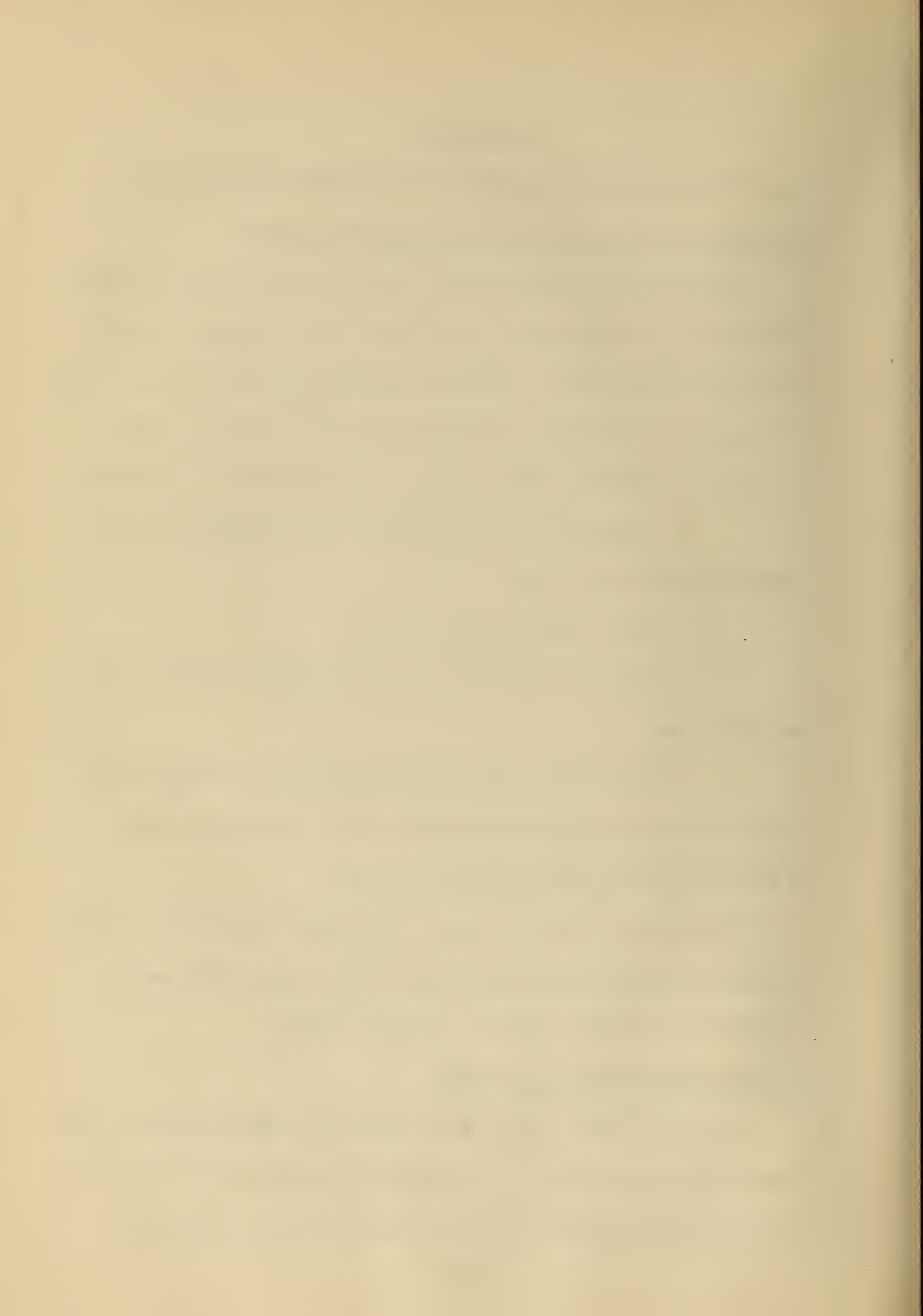
A system has been devised by the Disbursing Division, Supply Department, to utilize the Personnel Unit Diary as the principal substantiating voucher for entries on the Military Pay Record. Pilot testing, begun at the Marine Corps Base, Camp Lejeune, North Carolina on 1 January 1958, has disclosed the following advantages.

1. Reduction in the preparation and submission of pay record orders by over 80%.
2. More timely receipt of pay.
3. Tighter control over source documents affecting pay record entries.
4. A saving of time and correspondence incident to the accomplishment of adjustment entries and to increased quality of personnel accounting and disbursing work.

Based on evaluations to date, and subject to approval by higher authority, it is anticipated that IDAPS will be fully implemented throughout the Marine Corps by 1 January 1959.

##### Elimination of Marginal Facilities

The Pine Grove Trailer Park and the "C" Range Area at Camp Lejeune have been closed. It is estimated that \$85,000.00 per year will be saved in operation, maintenance, repairs, and utilities.





### Time Ratio Delay Study

The personnel ceiling of the Electric Shop, Marine Corps Supply Center, Barstow was reduced by eleven employees through the consolidation of jobs as determined by Time Ratio Delay study so that each man's time, knowledge, and skills are more fully utilized. The older men and those with physical impairments have been placed on shop or bench work, and light maintenance, thereby releasing the younger and more able-bodied for field work. Production has been increased and an annual saving of \$60,174.00 in personnel costs realized.

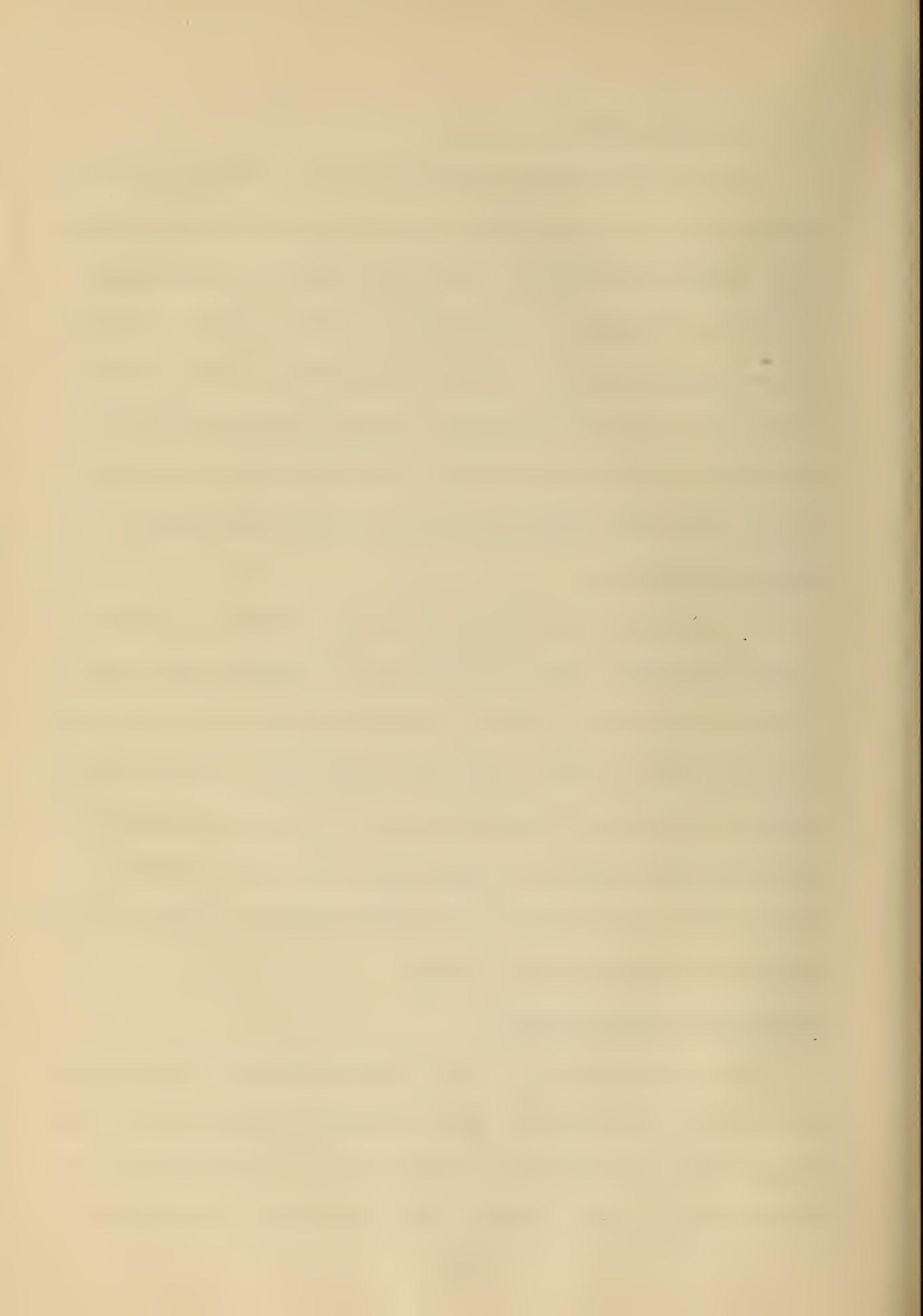
### Time and Motion Study

The Methods Engineering Section, Repair Division, Marine Corps Supply Center, Barstow has initiated a time and motion study program resulting in the writing of Standing Operating Procedures on recurring types of repair, rebuild, and modification work; the establishment of Engineered Time Standards on recurring repair, rebuild and modification work; and the development of Historical Standards on other limited, recurring work. Estimated savings are 2,000 man-hours per year plus many intangible savings.

### Procurement of Beef and Milk

The procurement of 1,277,341 pounds of grade "C" beef carcass at a total cost of \$471,184.77 during the past six month period in lieu of grade "B" beef carcass represents a saving of \$38,320.23 for the Food Services at Camp Lejeune. Grade "B" carcass had previously



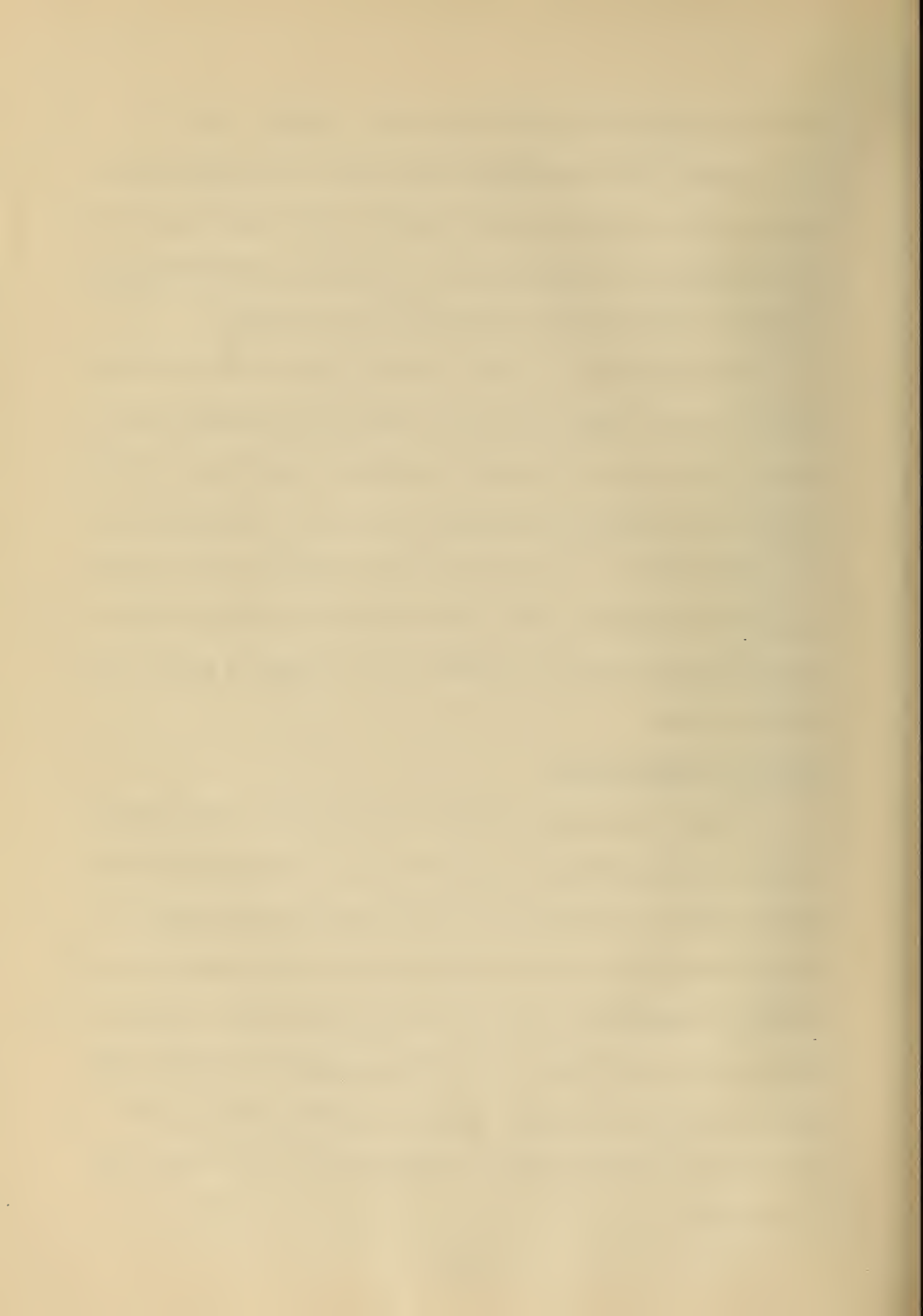


been the recommended grade for use in the messes. Grade "C" beef carcass, while less expensive than grade "B" actually yields slightly more (four to five percent) edible meat. This is largely due to fat covering on the latter which is considered in assigning grades but does not detract from the finished (cooked) product.

The procurement of milk for service in the messes at Camp Lejeune has been changed from procurement of individual service cartons (pints) to one-half gallon containers. In the last six months, 1,543,778 one-half gallon cartons of fresh milk were procured at a cost of \$416,820.10. To procure the same quantity in pint cartons would have cost \$683,497.62. This represents a savings of \$266,677.52 in addition to the reduction of waste that is realized by serving milk in this manner.

#### Fertilizer Procurement

Marine Corps Base, Twentynine Palms previously procured commercial fertilizer in 100 pound bags (approximately two cubic feet) in small lot purchases at a cost of \$3.00 per 100 pounds. A contract has been let for the procurement of organic fertilizer in bulk truck load quantities at a cost of \$7.00 per cubic yard, delivered. The Base, at the present time, uses approximately eight hundred cubic yards of fertilizer per year. An annual saving of \$26,800.00 is realized by reducing the cost from \$40.50 to \$7.00 per cubic yard of fertilizer.

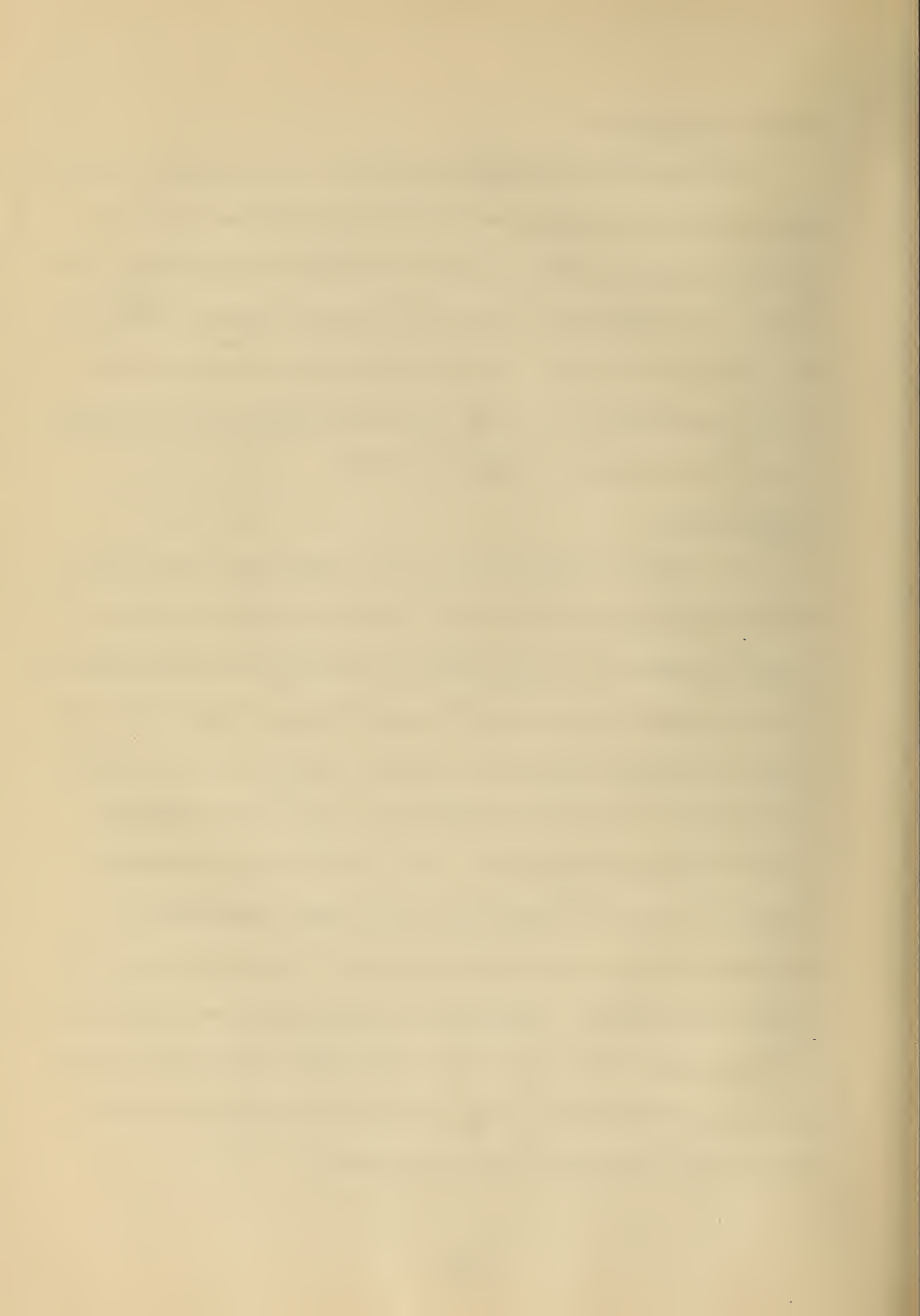


### Boiler Replacement

Base Maintenance, Marine Corps Base, Camp Lejeune replaced two boilers that had become worn out through continuous use for a period of 15 to 16 years and which burned #2 fuel oil costing 11¢ per gallon. The replacement boilers are designed to burn #5 or #6 Fuel oil costing 6¢ per gallon. The saving that will accrue annually is approximately \$27,941.00 in the cost of fuel predicated on a consumption of 558,832 gallons for fiscal year 1957.

### Forms Survey

A survey of all forms used by the 3d Marine Air Wing showed that eight (8) standard forms were being unnecessarily reproduced; thirty-four (34) forms which duplicated printed forms already available were being reproduced; twenty-three (23) forms for which there was no use were being maintained in the files; and seven (7) forms were being reproduced for which the Personnel Action Form (NAVMC 10274-PD) could be substituted. The resulting benefits showed a savings of eleven (11) square feet of floor space, elimination of thirteen (13) forms, and substantial savings in man-hours, machine hours and materials. Additionally, a functional file forms catalogue for this activity is being developed. All forms which can be used by the twenty-five (25) units of this command are being consolidated, printed and issued from a centralized source.



### Daily Report Discontinued

During a Management Survey of the Children's Schools at Marine Corps Base, Camp Lejeune, it was discovered that a dual attendance report was being submitted by teachers and principals on a daily and monthly basis. The monthly report was merely a recapitulation of the daily reports. Elimination of the daily report was recommended as the information was seldom used and, if required, could be obtained by telephone in a short time. It is estimated that an annual savings of five hundred and fifty eight (558) man-hours and \$1,248.00 in materials will be realized by this elimination.

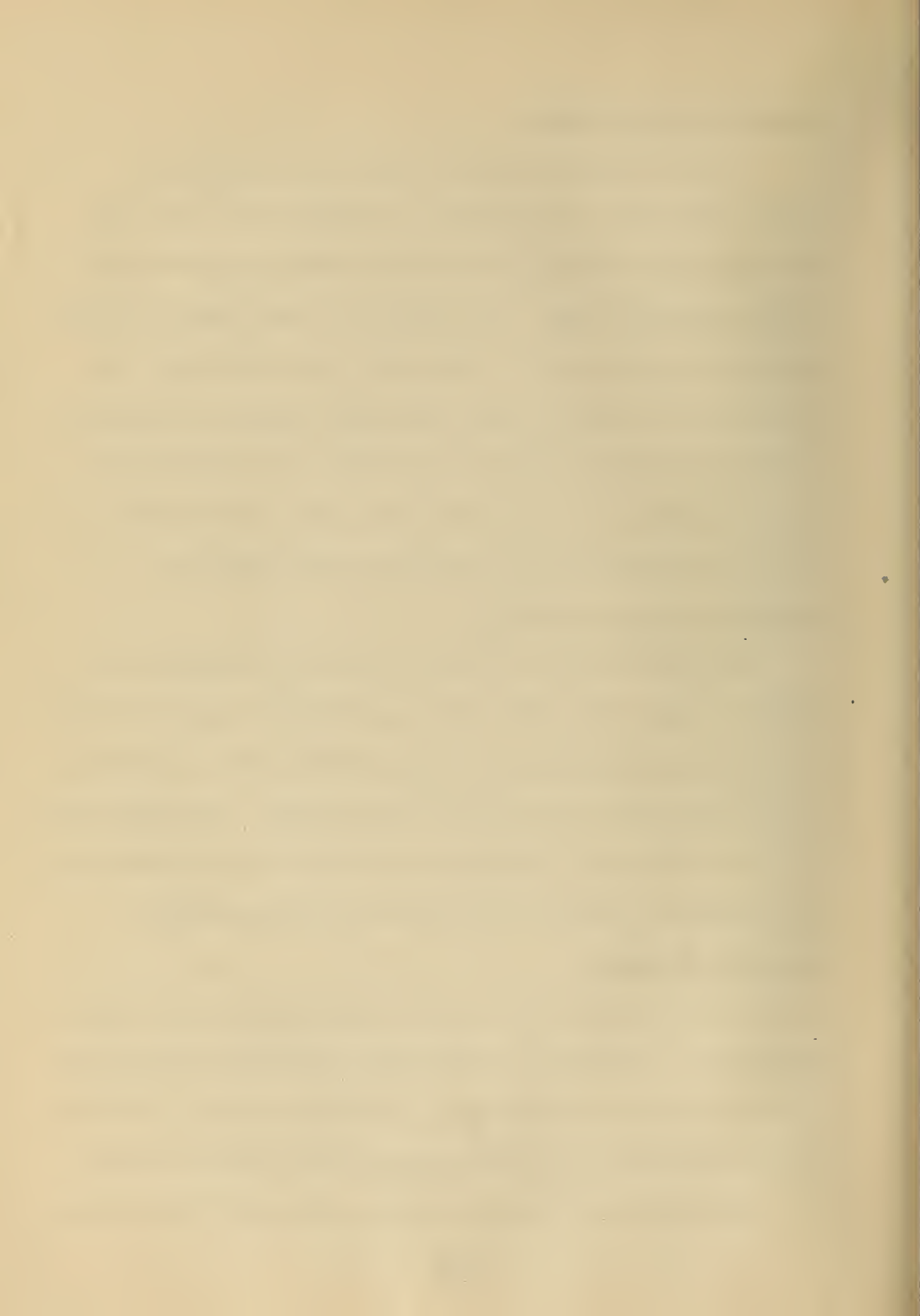
### Machine Production of Rosters

Recently the Machine Records Installation, 4th Marines, 1st Marine Brigade, Fleet Marine Force commenced preparing embarkation rosters for Regimental Units upon request. Since the Regiment uses training areas on four of the Hawaiian Islands, many embarkation rosters are required. The procedures developed with the cooperation and assistance of MRI personnel have saved much paperwork.

### Inspection Equipment

The Electronics Section, Marine Corps Supply Center, Albany, by the use of radiography to supplement the magnaflux and borescope method of inspection of gun tubes, has saved the rejection of approximately 15 gun tubes per 3 months that were serviceable but because of surface flaws would have been rejected. Estimated annual savings







of \$60,000.00 should be realized.

#### Standards Installed

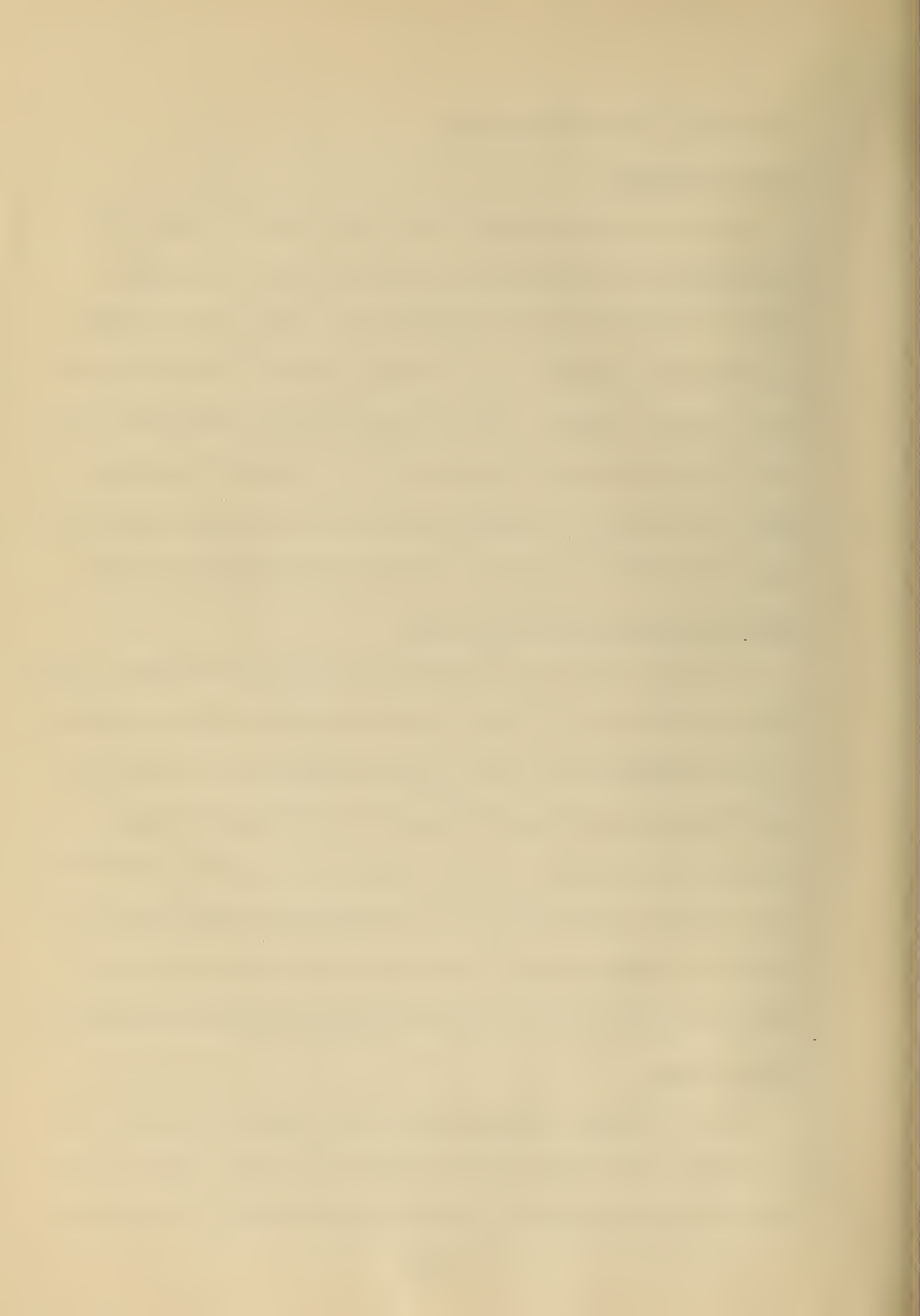
Since the establishment of a procedure based on a time and motion study of the Vehicle Section, Shops Branch, and Repair Division of the Marine Corps Supply Center, Albany, the assembly line process was refined, thus stabilizing the flow of work through all phases of engine rebuild. It has resulted in greater utilization of manpower through increased production output, reduction in man hours per engine, development of special fixtures, and a resultant overall annual saving of \$18,360.00 based on an average of 300 engines per year.

#### Consolidation of Administrative Units

Prior to 1 May 1958, Headquarters and Service Battalion, Marine Corps Recruit Depot, San Diego consisted of 6 companies. H&SBn has now consolidated three of these companies (Headquarters Company, Schools Company and Casual Company) into 1 company, namely, Headquarters Company. This consolidation has resulted in the elimination of one 1st Sergeant billet and 3 commissioned officer billets, with a resultant savings of \$20,170 per year; a reduction in the number of payrolls necessary; and decreased equipment and space requirements.

#### Recruit Travel

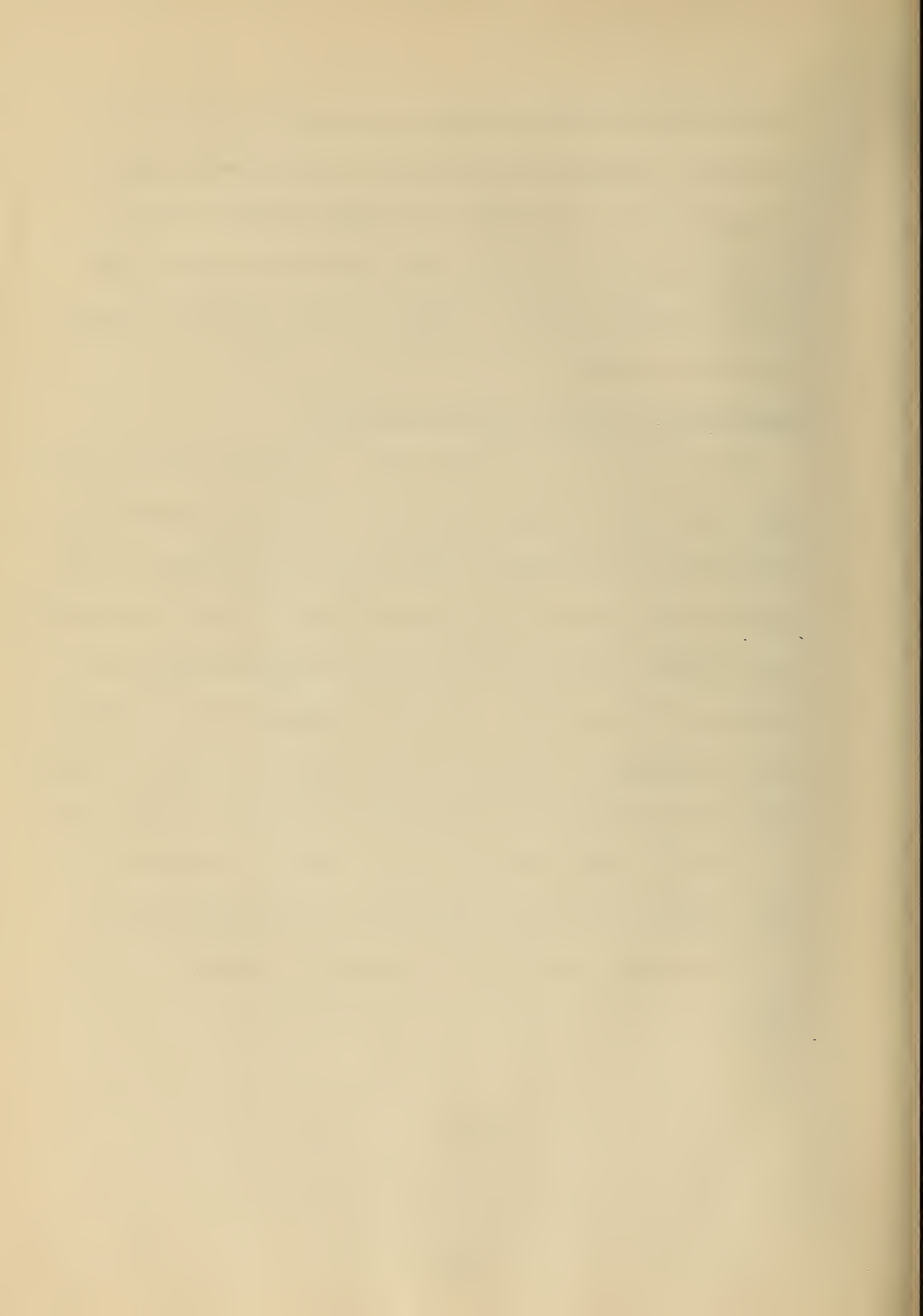
By ordering the Marine Corps Reserve Six-Month trainees to the Recruit Depot located nearest to their local area, rather than the Recruit Depot responsible to that Recruitment District, the Marine



Corps has realized savings equal to the cost of 280 miles traveled per recruit. In addition, mandatory use of government transportation requests for travel to and from the Recruit Depot, in lieu of payment of 6¢ per mile for travel upon release from training, has resulted in further savings. An overall saving of \$36.96 per recruit is estimated, or \$259,000.00 for Fiscal Year 1959.

#### Consolidation of Individual Equipment Control

The six companies of Headquarters and Service Battalion, Marine Corps Base, Camp Pendleton were issuing individual equipment and T/O weapons to all individuals of their respective companies. This entailed stocking one set of individual equipment for each man authorized on the T/O, plus 10% authorized for replacement, and budgeting and accounting for all equipment. All such equipment has been consolidated at the Battalion level under the cognizance of the Battalion Supply Officer and all weapons are maintained in the Battalion Armory. This centralized procedure reduces replacement stocks in addition to providing simplified control and maintenance. The savings amount to \$10,000 in weapons and \$12,000 in equipment returned to stock for re-issue.



## APPENDIX 4

### EXAMPLES OF FUTURE MANAGEMENT IMPROVEMENT PROJECTS

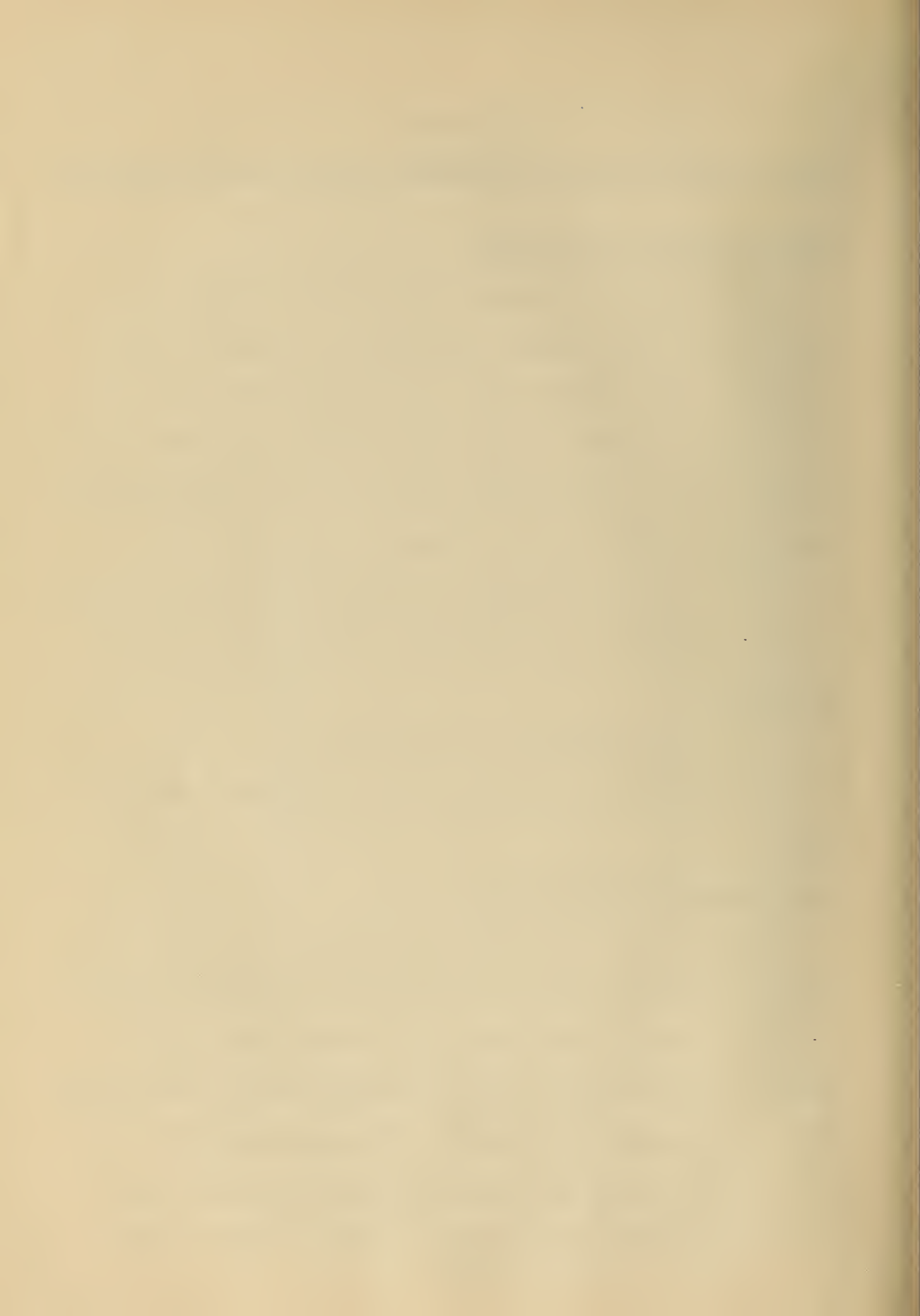
#### Scheduled Equipment Maintenance

An Equipment "Replacement and Evacuation" program was established for FMF, Atlantic to provide for the scheduled rotation of complex, costly and high density items through depot repair predicated on accepted repair criteria. This program has now been extended to FMF, Pacific. This procedure is believed to afford many advantages when it becomes fully operative. These advantages are:

1. Reduced requirement for repair parts at lower echelons.
2. Improve repair scheduling, budgeting and repair parts provisioning.
3. Improve rotation of Depot stocks.
4. Improve serviceability level of equipment in operating units.

#### Repair Parts Provisioning Policy

Marine Corps repair parts provisioning policy has been revised to limit the range and depth of supporting items established during the provisioning process to those required to support an end item in operation until full support responsibility can be assumed by the supply system through routine replenishment. The revised policy will result in considerable reductions in repair parts inventories in the future, particularly in costly "parts peculiar". It will also reduce losses to





the Marine Corps supply system resulting from obsolescence.

#### Equipment Maintenance Concept

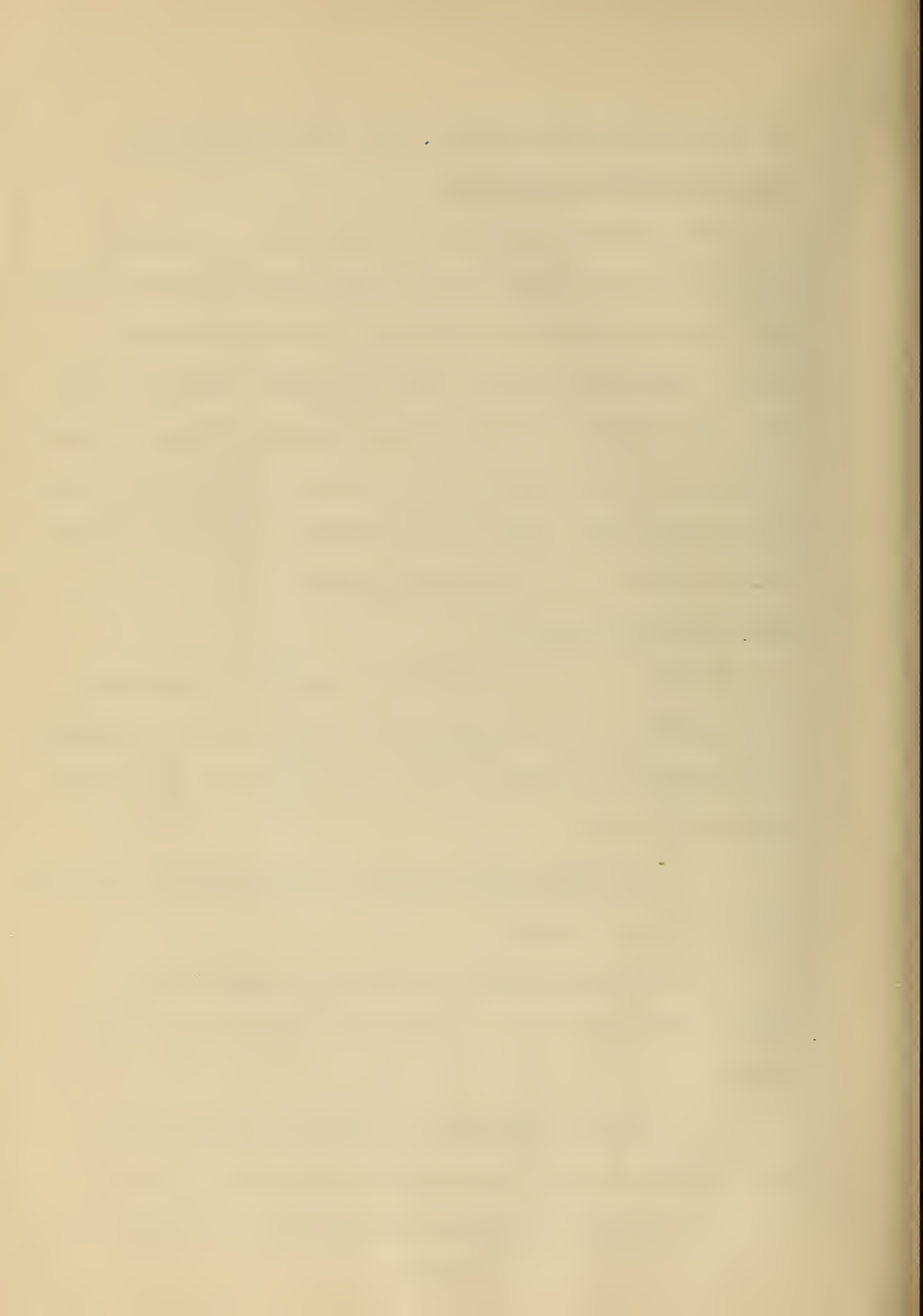
The maintenance concept for the repair and maintenance of equipment has been changed from the replacement of individual repair parts to the replacement of components at the lower echelons of maintenance. The implementation of this program was begun during this year. Expected gains of this new concept will be increased availability of equipment, reduced requirement for repair parts at lower echelons, reduced time to effect repairs at lower echelons and a more effective utilization of available maintenance personnel.

#### Single Line Item Requisition

Effective 1 April 1958, the use of a single line item punched card requisition in lieu of Department of Defense requisitioning forms was instituted for the Marine Corps. It is expected that the following benefits will accrue:

1. Preparation and submission of requisitions by requesting activities will be simplified.
2. Processing time and workload at supply support activities will be reduced - providing more efficient and expeditious support.
3. Obviate delaying supply action previously caused by non-availability of one or more items on multiple item requisitions.
4. Provide a system for the processing of documents that





will permit an orderly and expedient transition to utilization of electronic data processing equipment.

#### Consolidation of Stock Control Branch

The Marine Corps Supply Center, Barstow, Material Division -- Consolidation of all components of the Stock Control Branch into a single new building adjacent to the Data Processing Division Building will be completed in June 1958. This will permit more effective management control and coordination of the Stock Control Branch functions. Significant reductions in the amount of time required to process issue and receipt documents are expected to result from this consolidation.

#### Management Study of Base Maintenance

Marine Corps Base, Camp Lejeune -- A comprehensive Management Study of the personnel, procedural and administrative aspects of Base Maintenance Operations was begun in September 1957 and scheduled for completion in June of 1958. Results and evaluation will be available at a later date.

#### Shipment of Personal Effects

Marine Corps Schools, Quantico, Material Division -- The Traffic and Storage Branch plans to utilize empty government aircraft suitable for freight shipment from the station for the shipment of small lots of personal effects such as sea bags, foot lockers, and small



cartons that have previously been shipped by commercial means. This procedure is estimated to be capable of saving approximately \$11,000 annually in shipping charges as well as furnishing better service to the individuals.

#### Cost Accounting for Laundry

Marine Corps Schools, Quantico, Supply Department -- The Laundry and Dry Cleaning Section is operating on a general cost accounting system indicating profit or loss; however, there is no method for controlling deficiencies within the various working departments. It is planned to establish a cost accounting system for each major production element. It is anticipated that this change will make factual data available to evaluate each major operation in relation to personnel, supplies, and workload versus production. Further it should improve over-all productivity of the individual workers and eliminate waste in manpower and supplies.

#### Equipment Analysis

Marine Corps Base, Camp Lejeune -- A utilization analysis of all typewriters, adding and calculating machines carried on the Base Plant Account was conducted by representatives of Remington Rand Corporation during April 1958. The results of this study which are incomplete at present, will be utilized by the Management Engineering Division in conjunction with the Base Property Control Division to gain increased equipment utilization and improved planning for equipment purchases.



### Consolidation of Disbursing Payments

Marine Corps Recruit Depot, Parris Island, Disbursing Branch -- It is planned to institute the payment of Officers and Staff NCO's desiring the service, by one consolidated check semi-monthly to the Depot Branch of the Peoples Bank of Beaufort. It is anticipated that this plan will result in many man-hours saved that would otherwise be wasted in traveling to the bank and standing in line. Further it will reduce labor on the part of the Data Processing Installation in printing checks.

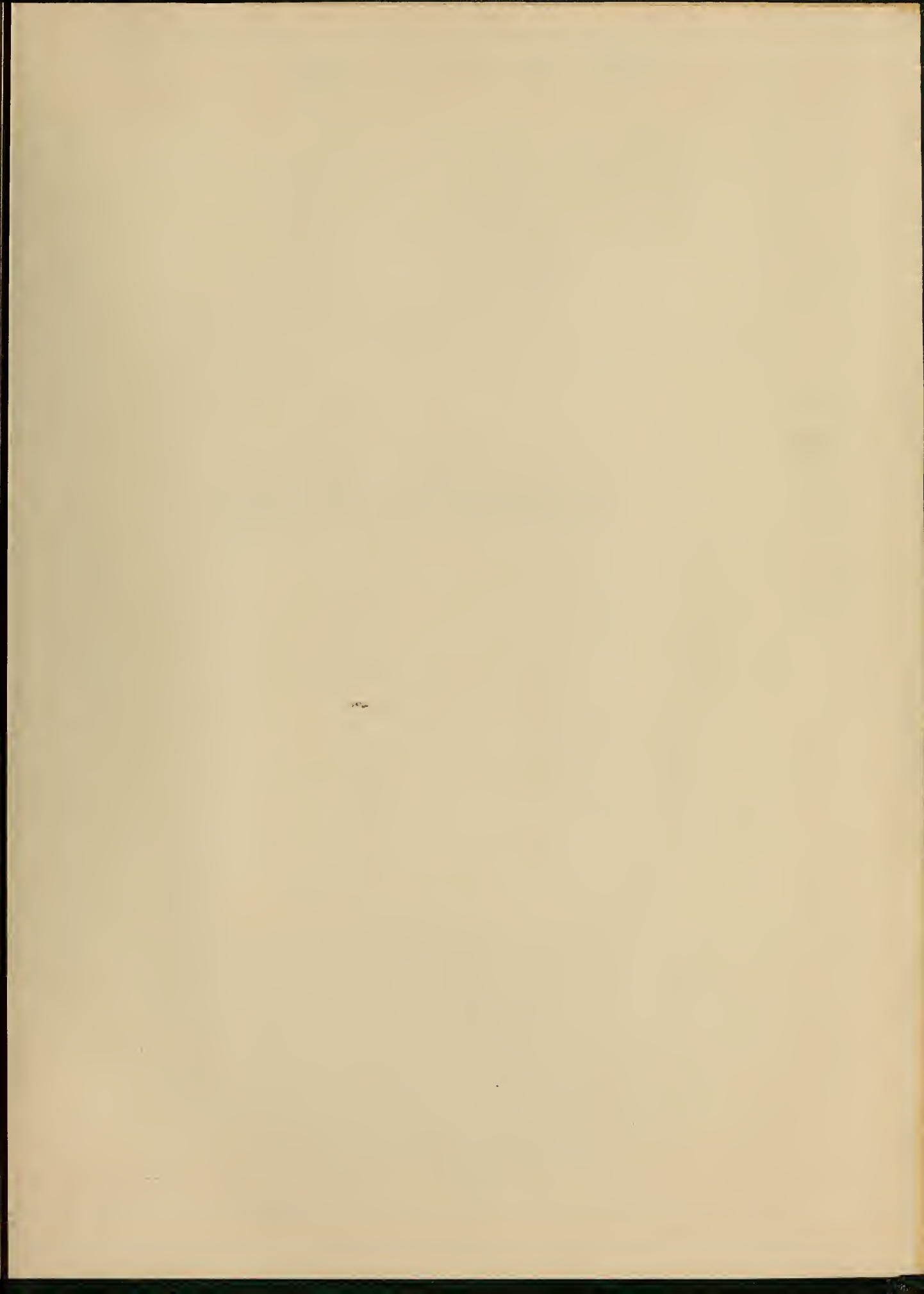
### Consolidation of Stock Accounts

Marine Corps Supply Center, Barstow, Material Division -- The Material Division formerly operated as five separate stock accounts each with its own shipping, receiving, bin and bulk storage locations. The shipping and receiving operations have been centralized. A program is currently in progress to rewarehouse material according to the popularity storage concept. The fastest moving item will be placed in bins or storage locations in the most accessible areas with slower moving items in intermediate areas and the slowest items in the least accessible areas. It is anticipated that a considerable increase in efficiency and speed of issue and receipt will result.

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